

JCDecaux

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 $^{\left(1\right) }$ TCFD - Task Force on Climate Related Financial Disclosures

SUSTAINABILITY REPORT*

MESSAGE FROM THE CO-CEOS



Madam, Sir, Dear Shareholders,

2024 was a very robust year for JCDecaux in a challenging macroeconomic environment with geopolitical uncertainties.

Thanks to our unique and geographically well diversified global OOH media footprint, we reported a strong organic revenue growth of +9.7%, to reach €3,935.3 million, including a record performance in Q4 despite the lack of recovery in China which remains well below 2019.

Digital Out-of-Home (DOOH), the fastest-growing media segment, grew by +21.9% and now represents 39% of our total revenue. Programmatic advertising revenues through the VIOOH SSP (Supply-Side Platform), which include mostly incremental revenue from innovative dynamic data-driven campaigns and new advertisers, grew by +45.6% in 2024 to reach €145.9 million i.e. 9.5% of our digital revenue.

Programmatic is a very important source of growth for our industry and JCDecaux is at the forefront of this market transformation. We are the only company in the industry with our own solutions covering the entire value chain in this strategic area. The DOOH programmatic ecosystem continued to gain traction, with on the one hand, the SSP VIOOH, the most connected platform on the market with 46 DSPs and active in 24 countries; on the other, the DSP Displayce, connected in 80 countries, purchasing through the DMP (Demand Management Platform).

Leveraging on this strong revenue growth, **all our financial indicators grew double digits**. Our operating margin grew by +15.3%, our net income by +23.8%, to reach €258.9 million, combined with a solid free cash flow generation of €231.9 million. Given these solid results and our strong financial structure, we proposed **the payment of a dividend of €0.55 per share for the 2024 financial year**.

This solid momentum reflects the ongoing commitment of our employees to take on new challenges and drive our business forward, resulting in contract wins and renewals which have further strengthened our position this year. These include in street furniture, bus shelters in Rome, London and Stockholm as well as digital CIPs in Rio de Janeiro; in billboard, the installation in Melbourne of our largest digital billboard worldwide, covering an area of 700 sqm - the biggest Out-of-Home display in Australia; in transport, the Hong Kong Metro, Sydney buses, Stockholm's main metro stations as well as Rome's metro, buses and trams. Finally, in terms of airports, we won Shenzhen Bao'an International Airport in China for the first time and renewed those in Macau, Sydney as well as Dammam at the very beginning of 2025. To champion eco-friendly mobility, France is scaling up its self-service bicycle scheme. Toulouse launched a new service end of August 2024 featuring new traditional and e-bikes. In Lyon, Vélo'v rolled out its new range of e-bikes in early 2025, as the service celebrates two decades of service in France's second-largest metropolitan area.

Regarding **external growth, which is an integral part of our strategy**, October 2024 saw JCDecaux Top Media Publigrafik and IMC merge their activities in Central America, underscoring another milestone in our regional development and paving the way for a new alliance of family-owned companies. In Italy, we completed the strategic merger of IGPDecaux and IGP (formerly Clear Channel), boosting our nationwide reach and enhancing urban mobility with a fully integrated offering of self-service bicycles in Milan and Verona. In May 2024, JCDecaux announced the sale of part of its stake in APGISGA to NZZ in Switzerland. The proactive management of our portfolio of asset reflects our ability to seize transformative opportunities for our company's future. In 2025, we will continue to develop our activity by combining organic growth with bolt-on acquisitions.



"2024 was a very robust year for JCDecaux." This demonstrates JCDecaux's ability to reinvent itself, to innovate to strengthen performance and to continue to be the partner of choice for our customers, meeting their expectations. The tradition of innovation is inseparable from our R&D based in France, with some 850 models owned by the company and 182 patents active to date.

Our business model contributes in a virtuous way to the ecological transition, as illustrated by its high share of revenue, nearly 50%, aligned with the Green Taxonomy European regulation. Thanks to our continued environmental actions, the Group has reduced its greenhouse gas emissions (scopes 1, 2, 3 – market based) by nearly 30% in 2024 compared to 2019. Our climate strategy aiming to achieve Net Zero Carbon by 2050 was approved by the SBTi in June 2024. Achieving these objectives requires an evolution of public procurement to take even better account of ESG criteria. In line with our commitment to the United Nations Global Compact, our ESG approach and performance have once again been recognised as best-in-class by extra-financial rating agencies including our placement on the CDP A List for the second year in a row and the Gold Medal status from EcoVadis.

JCDecaux is also committed to eco-design with the launch in October 2024 of the Eco Design Index, an innovative educational tool for evaluating and communicating the environmental performance of our street furniture to develop and promote solutions with a lower environmental impact. **Our investments in ESG is a clear demonstration of JCDecaux's desire to assert its position as a sustainable media and is an asset in a time of responsible public procurement**.

As a responsible company, JCDecaux also continued its road safety partnership with the United Nations, launching a campaign in more than 40 countries, and in all our 80 countries by the end of 2025, which spotlights high-profile sports personalities and leading cultural figures.

Building on this unique year 2024 marked by the 60th anniversary of our company founded in 1964 by Jean-Claude Decaux and the Paris 2024 Olympic and Paralympic Games, **we are pleased to welcome 2025 with confidence, passion and determination**. Going forward, we intend to gradually increase the dividend while maintaining a balanced cash allocation with capex and bolt-on M&A.

Thank you to our teams for their talent and commitment that ensure operational excellence, to our customers for their trust in our contribution to their brands' development, to our partners for their loyalty in allowing us to provide them with the best quality of service and to our shareholders for their support.

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"Our business model contributes in a virtuous way to the ecological transition."



"We are pleased to welcome 2025 with confidence, passion and determination."

Jean-Charles Decaux Chairman of the Executive Board Co-CE0 Jean-François Decaux Co-CEO

MESSAGE FROM THE CHIEF SUSTAINABILITY & QUALITY OFFICER



Since 1964, through its **virtuous business model**, JCDecaux has designed, installed, and maintained soft infrastructure (bus shelters, self-service bicycles, etc.) in public spaces and transport environments, providing useful and innovative services, paid for by brand advertising. In line with its mission to **sustainably improve the quality of life** for people everywhere JCDecaux provides solutions that help people in their daily lives and as they travel. JCDecaux places social requirements and environmental quality at the heart of its solutions and business activities.

This Sustainability Report is intended for all our stakeholders and gathers in a single dedicated document the ESG elements from our Universal Registration Document, which notably includes our sustainability statement. In 2024, we implemented the CSRD requirements and published, for the first time, our sustainability statement in compliance with the ESRS (European Sustainability Reporting Standards).

This step marks the transition from the Declaration of Extra-Financial Performance to a strengthened reporting framework that is aligned with the consolidated financial statements (IFRS) and structured around the Group's material sustainability impacts, risks and opportunities.

In 2024, JCDecaux continued its development with **solid growth**, reaffirming its leading position in the sector. At the same time, we strengthened our commitment to Sustainability by advancing the implementation of our **Climate Strategy** at Group level. **Validated by the SBTi*** in July 2024, our carbon reduction trajectory sets ambitious targets: by 2030 reduce our scope 1 and 2 emissions by 72.8% and our scope 3 emissions by 46.2%, with the goal to achieve Net Zero by 2050.

As a **true partner in this transition**, with almost 50% of its turnover aligned with the **European Taxonomy**, JCDecaux contributes to the 17 Sustainable Development Goals (SDGs) defined by the United Nations. This is achieved thanks to our strategy, how we operate and our offer of solutions that contribute to the emergence of smart and sustainable cities and services that promote mobility.

Since its creation, **sustainability has been a key factor in the innovation and competitiveness of the Group**, as we have developed useful street furniture products and services that benefit people everywhere. JCDecaux teams are committed to promoting products and solutions that have a reduced impact throughout their life cycle, in particular through the systematic use of eco-design. In October 2024, JCDecaux launched the Eco Design Index, a tool that enables us to measure and improve the environmental performance of our street furniture.

Reducing our environmental impacts is and remains our absolute priority. This ambition is supported by a mix of initiatives implemented over several years, which have already enabled us to reduce our greenhouse gas emissions at Group level by 28.3% between 2019 and 2024 (scope 1, 2 & 3). Since 2022, JCDecaux has extended the measurement of its emissions by including scope 3 and has already succeeded to reduce them by 18.7% vs 2019.

Since 2014, we have been committed to an ambitious sourcing policy. The Group has covered **100% of its electricity consumption by renewable energies** since 2022. JCDecaux's responsible commitment to the energy transition is further strengthened by the gradual reduction in total energy consumption, thanks to the adoption of LED lighting, night-time switch-offs, and the continuous improvement of our energy saving screens.



"JCDecaux's business model is three times virtuous: economically, with almost 50% of its resources financing public spaces and transport, socially, with 120,000 jobs supported worldwide, and environmentally, with almost 50% of its revenue aligned with the European Taxonomy." We reaffirmed our **social commitments** with the introduction of our **Group Social Policy** at the end of 2023, guided by our 2030 roadmap. It is built on three strategic pillars: we value all our people, we care about our people, and we support the growth and development of our people. As JCDecaux continues its commitment to gender equality at Group level, in 2024 we launched Professional Equality policy. This new policy builds on the plan initiated in 2021 that aims to achieve a 40% rate of women in management positions by 2030 (34.4% in 2024).

In order to firmly anchor the strategy and ensure its deployment in the subsidiaries, the **share** of ESG criteria in the variable compensation of the members of the Executive Board and operational managers (Managing Directors and regional managers), introduced in 2017, has been maintained at 15% since 2022, illustrating the Group's continuing ESG commitment.

Our commitments and achievements are continuing to bring results: JCDecaux is proud to have its **ESG performance unanimously recognised** by the leading players in the world of extra-financial ratings. In 2025, JCDecaux maintains its position in the prestigious "A List" of the CDP (Climate Disclosure Project) which showcases companies that are leading the way in the fight against climate change. This year, the Group also maintains its place in the top 5% of the most exemplary companies with a renewed "Gold" medal from EcoVadis. Finally, JCDecaux has once again been recognised as a "leader" by MSCI with a maximum score of AAA.

We know that to keep pace with a fast-changing world, it is essential for everyone to be involved. Reaching over 850 million people every day, we are well aware of our capacity to influence, and we believe that Out-of-Home **communication has both a role and a responsibility** as a force for good – able to establish and nurture a bond of trust between citizen-consumers and brands.

In 2025, in the face of increasing challenges in a world that is in transition, we are pursuing our commitments and continuing to reaffirm our ambition: to anchor sustainability even more firmly at the heart of our business model and our activities, to better meet today's and tomorrow's challenges and by doing so to create even more shared value for everyone, serving both communities and citizens.

"We are well aware of our capacity to influence and we believe that Out-of-Home communication has both a role and a responsibility as a force for good."

Lénaïc Pineau

Chief Sustainability & Quality Officer

LEADING POSITION

N°1 WORLDWIDE OUTDOOR ADVERTISING 2024 REVENUE €3,935 MILLION



3 ACTIVITIES





IN 80 COUNTRIES



N°1 in Europe (736,310 advertising panels)



N°1 in Asia-Pacific (178,010 advertising panels)



N°4 in North America (32,343 advertising panels)



N°1 in Latin America (89,526 advertising panels)







N°1 in the Middle East (20,689 advertising panels)

AN EFFICIENT AND SUSTAINABLE BUSINESS



2024 HIGHLIGHTS

ACTIVITY

Continued strong commercial momentum, despite the lack of recovery in China

Balanced and solid growth across all three business segments

Key contracts gains and renewals: London bus shelters, Rome, Stockholm bus shelters and metro, Shenzhen airport

Strengthening our position in Central America: Acquisition of 70% of IMC, a leading company in outdoor advertising in the region including in Costa Rica

FINANCIAL RESULTS

Solid organic growth: Revenue up by 9.7%, with record performance in the fourth quarter

Improved profitability: Operating margin up by 15.3%, group net income up by 23.8%

Robust free cash flow generation: €231.9 million thanks to strong operating performance and optimized working capital management

Sound financial structure: Net debt reduced by c.25%, now <1x operating margin

Dividends: Proposed payment of $\bigcirc 0.55$ per share for 2024, with a strategy of gradual increases

DIGITAL

Strong digital revenue growth (+21.7% organically)

Record contribution from digital (39% of total revenue in 2024)

Continued selective deployment of digital assets in the most premium locations

Strong growth of programmatic advertising revenue (+45.6%), reaching 145.9 million euros in 2024

Dynamism of the programmatic ecosystem, including Displayce (DSP) and VIOOH (SSP)

ESG

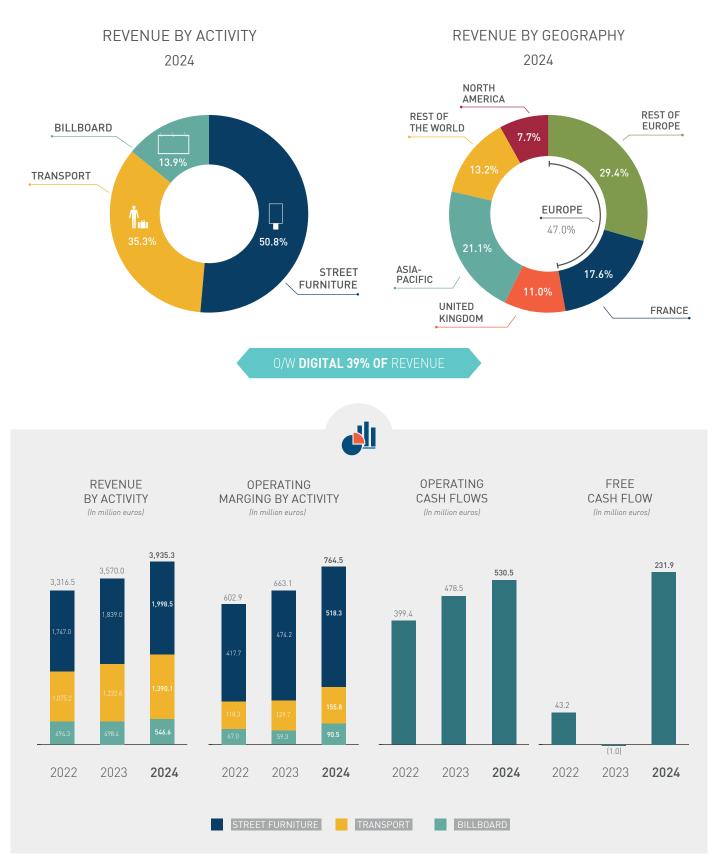
Recognition of our ESG performance by leading extrafinancial rating groups (CDP, MSCI, FTSE4Good, Ecovadis)

Validation of our carbon reduction trajectory by the SBTi and deployment of our climate Strategy

Almost 50% of our adjusted revenue aligned with the European Green Taxonomy

Launch of Eco Design Index, an innovative tool to evaluate and communicate the environmental performance of our street furniture

KEY FIGURES

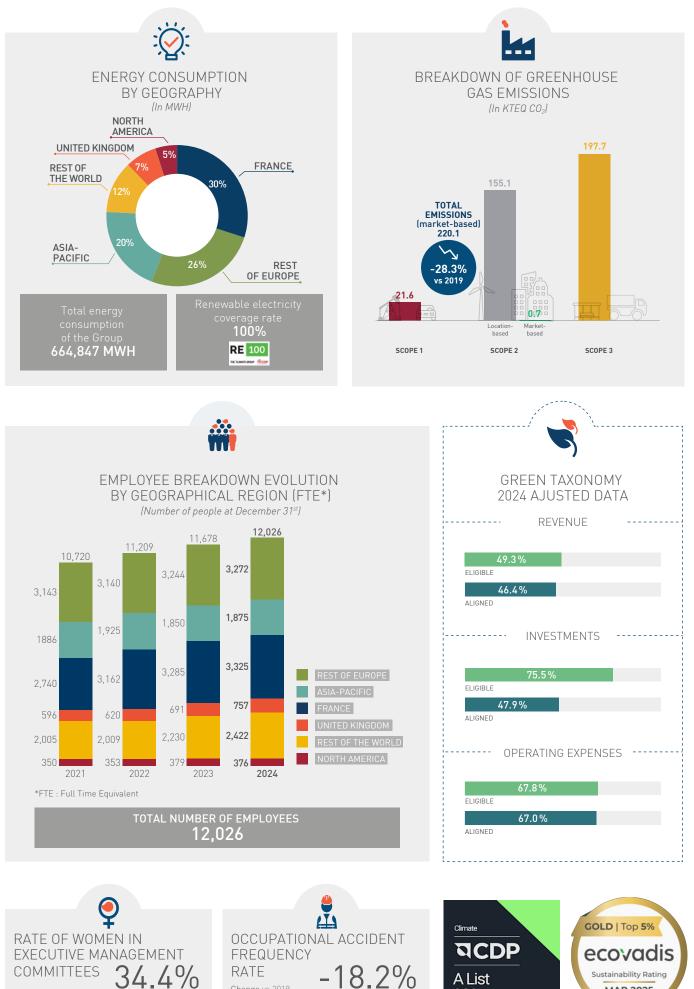


Adjusted Data (Alternative Performance Measures, APM)

Following the adoption of IFRS 11 from January 1st, 2014 and the adoption of IFRS 16 from January 1st, 2019, the operating data presented above is adjusted to include our prorata share in companies under joint control and to exclude the IFRS 16 impact on core business contracts (and non core business as well in the free cash-flow), and therefore is consistent with historical data.

These adjusted figures are alternative performance measures (APM) presented and discussed in external financial communications. Please refer to note 3 "Segment reporting" of the Notes to the consolidated financial statements of the Universal Registration Document for the definition of these alternative performance measures data and for a reconciliation with IFRS.

KEY ESG FIGURES IN 2024



Change vs 2019

MAR 2025

2024



1 GROUP ACTIVITY AND STRATEGY

1.1. Our business model

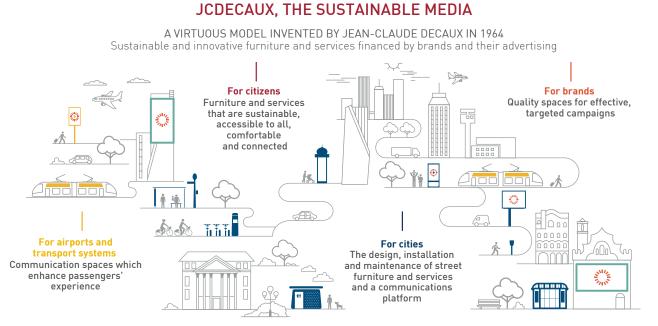
1

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1.1. OUR BUSINESS MODEL

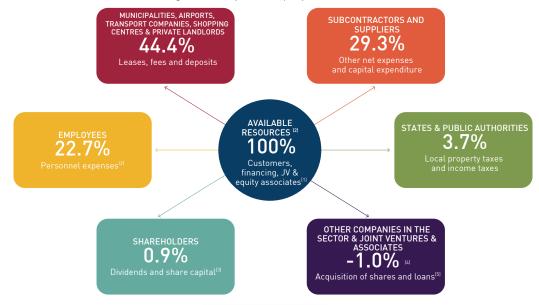
1.1.1. A BUSINESS MODEL THAT SHARES THE VALUE CREATED WITH OUR STAKEHOLDERS



At the heart of the service economy: the design, installation and upkeep of useful products and services for citizens and for sustainable smart cities and mobility services.

JCDecaux is present in over 80 countries, 3,894 cities with more than 10,000 inhabitants, and 157 airports and has 257 transport contracts for metros, buses, trains and tramways. Thanks to brand communication, our innovative designer furniture makes it possible to finance public infrastructure and develop new solutions for citizens. JCDecaux's activities and business lines are anchored in the heart of the regions, as close as possible to its facilities, clients and advertising customers. JCDecaux generates economic and social value by creating jobs wherever the company moves in, and helps develop regional economies.

The diagram below shows the distribution of value generated by the company for its different stakeholders in 2024.



JCDecaux shares 48% of its resources created to finance living spaces and transport

- (1) This amount includes the increase in debt to banks and minority shareholders, the capital increase related to the exercise of stock options, the cash acquired/sold and the purchase/sale of treasury shares.
- ^[2] This amount includes the free share expense.
- This amount reflects dividends paid to all shareholders, including minority shareholders in controlled entities, as well as capital increases made by minority shareholders in controlled entities.
- [4] Includes the sale of 13.56 % of APG|SGA.
- ⁽⁵⁾ Excluding net cash acquired/sold and including net cash payments from cash receipts on acquisitions (disposals) of non-controlling interests (without loss of control) and loans to joint ventures and associates.

1.1.2. OUR FOUNDING VALUES

JCDecaux has been faithful to its founding values: passion, quality, innovation and responsibility for 60 years.

- **Passion** is expressed in the entrepreneurial mindset and the shared desire by JCDecaux employees to make city and transport and retail places more attractive and more accessible, in order to meet the challenges of the of the 21st century,
- **Quality** is reflected in the standards of excellence which all JCDecaux produts and services meet,
- **Innovation** involves the constant search for new, ever more sustainable solutions to keep pace with urban change and the United Nations Sustainable Development Goals,
- **Responsibility** is shown by the Group's engagement to exercise its activity while contributing to the challenges of sustainable development.

1.1.3. A VIRTUOUS BUSINESS MODEL SINCE 1964

A French family business created in 1964 by Jean-Claude Decaux, inventor of a new business line of urban services and an unprecedented economic model that allows their financing through brand communication, JCDecaux aims to be the responsible and sustainable media in cities and in transport and shopping venues that provides services and resources to citizens, travellers and partners, thus serving the community, in France and in more than 80 countries. JCDecaux is the world leader in outdoor advertising and deploys its three outdoor advertising activities locally and worldwide:

- Street Furniture, which consists of sales of advertising in the public domain on bus shelters[®], free-standing information panels (MUPI[®]) of 2 sqm or 8 sqm, kiosks, multi-service columns and in the private domain, notably in the "Retail" segment (shopping centres and supermarkets),
- **Transport**, which focuses on advertising in land transport networks and airports,
- **Billboard Advertising**, which consists of the marketing of networks of large format billboards, illuminated advertising and event canvases.

This model has a number of advantages, particularly in its service application:

- It offers citizens and users products and services at no cost to local budgets and taxpayers,
- It participates in the improvement of the quality of life in cities and places of mobility with the development of ever more services for citizens and users (accessibility, soft mobility, connectivity, etc.), also making the city more sustainable as part of a committed environmental approach,
- It is part of the functional economy: JCDecaux provides high quality furniture designed to last, which remains most of the time its property, is maintained by JCDecaux teams and can be renovated and reused,
- It allows local authorities to have their own information and communication media in the public space and thus to inform citizens and promote the regions,
- It contributes to the **beautification of the environment** in which the furniture is installed thanks to aesthetic concepts, often designed by renowned designers and architects, and innovative high added-value solutions.

JCDecaux's business model is historically virtuous and responsible. More than ever, its service dimension benefits society as a whole and contributes to the transformation of our society towards a lowcarbon transition. Advertising on street furniture:

- Finances the services provided by the furniture,
- Contributes to the quality of services and infrastructure that benefit citizens, passengers and other users,
- Contributes to the development of local economic players and strengthens the reach of brands,
- Raises public awareness of best practices for the environmental and social transition.

JCDecaux contributes to the socio-economic development of the regions in which it operates. According to a study carried out with Utopies and audited by EY, the company's activities in 2022 made it possible to:

- Support nearly 120,000 jobs worldwide. For each JCDecaux employee, 10 additional jobs are supported in the global economy⁽¹⁾.
- Generate €6.3 billion. For each euro of direct added value from JCDecaux, an additional €3 is generated in the global economy⁽¹⁾.

In this regard, JCDecaux's business model is also in line with the Green Taxonomy regulation. Following the identification of four eligible activities responding to climate change mitigation (Bicycles, Abribus® and land transport), which represent an eligibility rate of 49,3% of revenue, 46,4% of revenue is aligned with the Taxonomy and therefore considered sustainable.

Green Taxonomy (adjusted data)



- ⁽¹⁾ Activities declared voluntarily eligible: Kiosks, Street Furniture for Information (MUPIS) and air quality information devices.
- [2] Eligible activities: Bus shelters®, bicycles, associated infrastructure and land transport.

The company's main activities are the development of these products and services, their installation and maintenance over the term of the contracts, and the sale of advertising space to international, national and local advertisers. For more information, see the JCDecaux value chain presented on p. 46 of this document.

In addition, JCDecaux also **emits and consumes less energy than other media**. A study carried out in 2023 by Axionable shows that, for the same audience, JCDecaux's advertising formats in France, Germany and the United Kingdom have:

- Between 7 and 17 times^[2] less carbon impact than other media
- Between 13 and 28 times⁽²⁾ less energy impact than other media

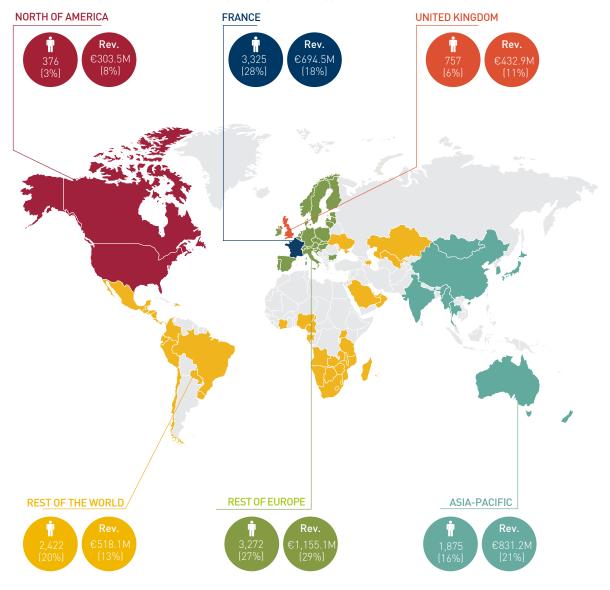
JCDecaux's innovative business model, combined with the strength of its values, make it not only a dynamic company, focused on continuous improvement, but also an international showcase of French know-how.

⁽¹⁾ Utopies, Study of the socio-economic impacts of JCDecaux's activities in 2022. Audited by EY.

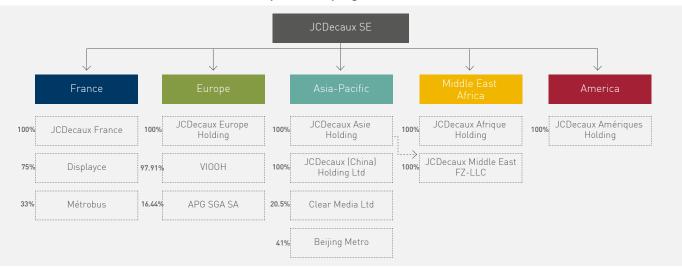
²¹ Axionable, study of the carbon and energy footprint of the media. October 2023. Audited by EY. Average impact ratio of other media [linear & non-linear TV, online videos, traditional & digital radio, social networks, Internet searches] vs weighted average impact of JCDecaux formats, depending on the country. Calculated with 2022 audience data.

1.1.4. GEOGRAPHIC PRESENCE OF JCDECAUX

Our organisation is based on a strong local presence in 80 countries in six regions. We operate, in both mature and emerging countries as close as possible to our customers and partners. Strong, centralised functional departments, particularly for innovation, data, information systems, sustainable development, M&A and finance, provide powerful support for the Group's development.



Simplified Group organisation chart





1.2. GROUP STRATEGY

The effectiveness of the media, structural socio-economic trends and digitisation should increase the market share of outdoor advertising. As a world leader in its sector, JCDecaux is supporting and accelerating this development by rolling out its strategy



The Group's strategy is based on **3 major priorities**. It is aligned with the objectives of the ESG strategic roadmap and effectively contributes to making JCDecaux a sustainable media.

The 3 main axes of our strategy



1.2.1. ORGANIC GROWTH

Every day, JCDecaux has the potential to reach over 850 million people worldwide through an unrivalled network of outdoor advertising media. The Group's goal is to continue to expand and strengthen its offering in areas with high population concentrations and high standards of living.

The Group plans to pursue its organic growth objectives by winning new contracts with cities, local authorities, underground and overground railways, rail stations and airports, shopping centres and retail networks considered the most attractive in terms of commercial potential throughout the world.

This strategy is based on:

- Development of innovative offers for landlords by creating useful, sustainable and connected new products and services
- Optimisation of advertising revenue
- Selective **deployment** of digital technologies that reach a captive and growing audience.

It is based on the Group's values and differentiation levers:

- Its unique geographic footprint
- Its responsible **business model**, whose relevance is demonstrated by winning new contracts
- Its ability to provide useful resources and services to its partner customers
- Its industrial base and the value of the service that characterises its operations, maintenance and upkeep
- Its innovative, flexible and open approach
- Its leadership⁽¹⁾ in the ecological transition
- Its ability to support its customers, partner cities' other landlords and stakeholders in their own sustainable transition objectives.

JCDecaux is present, including through digital outdoor advertising, in 100% of the Top 10 and 80% of the 30 most influential and connected cities in the world, which have demonstrated their resilience in dealing with a succession of health, economic, political and social crises.

Presence of JCDecaux in the TOP 30 cities of the Global Cities Index

| | RANK | STREET FURNITURE | RETAIL | BILLBOARD | AIRPORTS | TRANSPORT |
|----------------|------|---------------------|--------|-----------|----------|-----------|
| NEW YORK | 1 | | | | | |
| LONDON | 2 | | | | | |
| PARIS* | 3 | | | | | |
| TOKYO | 4 | | | | | |
| SINGAPORE | 5 | | | | | |
| BEIJING | 6 | | | | | |
| LOS ANGELES | 7 | | | | | |
| SHANGHAI | 8 | | | | | |
| HONG KONG | 9 | | | | | |
| CHICAGO** | 10 | | | | | |
| SEOUL | 11 | | | | | |
| TORONTO | 12 | | | | | |
| MADRID | 13 | | | | | |
| SAN FRANCISCO | 14 | | | | | |
| WASHINGTON, DC | 15 | | | | | |
| BRUSSELS | 16 | | | | | |
| MELBOURNE | 17 | | | | | |
| SYDNEY | 18 | | | | | |
| ISTANBUL | 19 | | | | | |
| BERLIN | 20 | | | | | |
| AMSTERDAM | 21 | | | | | |
| BARCELONA | 22 | | | | | |
| BOSTON | 23 | | | | | |
| DUBAI | 24 | | | | | |
| MIAMI*** | 25 | | | | | |
| MOSCOW | 26 | | | | | |
| VIENNA | 27 | | | | | |
| MILAN | 28 | | | | | |
| BUENOS AIRES | 29 | | | | | |
| MONTREAL | 30 | | | | | |

Includes Digital

Source: Kearney 2024 Global Cities Report, JCDecaux. *Greater Paris for digital Street Furniture and digital Billboard (La Défense, Neuilly-sur-Seine, Levallois-Perret), no digital SF and digital BB in Paris. **Airport presence via billboards outside the Chicago Airport. ***Joint Venture with CCO.

¹¹ JCDecaux is on the A list of the CDP ranking and maintained its "Leadership" status in 2024 (see p. 45).

Develop the sales potential of our media

JCDecaux is constantly optimising **the growth potential and profitability** of its advertising network for the benefit of the emergence and effectiveness of its clients' advertising campaigns. Outdoor advertising is an attractive medium whose marketing and promotion is ensured, throughout the world, by integrated, multidisciplinary and customer-oriented teams. Every day, these client-focused teams mobilise their expertise to ensure excellent market coverage of advertisers, their advertising agencies and media agencies.



The business excellence that underpins the achievement of JCDecaux's objectives is based on:

- Unrivalled access in its sector to advertiser customers of all sizes, especially major international advertisers
- The excellence of our sales and marketing teams, who are regularly recognised in the marketplace
- Training, agility and cross-functional teams, supported by the **Sales Intelligence Hub** which brings together JCDecaux sales teams around the world.

Thanks to our extensive advertising network, JCDecaux is able to offer its advertisers the opportunity to carry out pan-regional, multimedia and/or multi-format campaigns. To that end, JCDecaux OneWorld (a Sales and Marketing centre of excellence with offices in London, Paris, Berlin, New York, Milan and Shanghai) is a single point of entry for international customers seeking global access to our products.

1.2.2. LEVERAGE THREE KEY DRIVERS: DIGITAL, DATA, AND PROGRAMMATIC

Digital technology represents a significant **growth driver** for the Group. Digital advertising (DOOH) revenue has increased by **+21.9% organically in 2024,** reaching a record level of 39.0% of annual revenue. The Group's digital strategy consists of:

- Selective development of **digital** for the most premium locations with the deployment of **digital screens**.
- The cross-functional deployment of our **Data strategy**, whatever the environment, to accelerate the **digital transformation** of JCDecaux media: measuring the audience, performance and effectiveness of advertising campaigns, contextualisation data, consumption data, consumer attitudes, etc. to enhance the **attractiveness** and **competitiveness** of our offerings, including in conjunction with mobile digital media.
- The development of **programmatic** sales *via* the VIOOH platform.

In **2024**, we continued to **accelerate our digital transformation** with the large-scale deployment of JCDecaux Data Solutions, new digital screens and the development of our automated scheduling and audience sales platform.

These developments enabled us to accelerate sales and marketing innovation through a portfolio of international and local data-driven solutions, which leverage JCDecaux's ability to help advertisers achieve their marketing and media goals.

The accessibility of JCDecaux's digital media solutions has been enhanced through the strategic partnership with Displayce (see below), which makes it possible to offer end-to-end programmatic solutions to our advertising customers, from DSP (Demand Side Platform) to SSP (Supply Side Platform).





Achievement of the Group's strategic objectives is based **on robust and efficient technology** which provides a key competitive advantage for all of JCDecaux's activities.

The Group's IT approach is based on 3 pillars

MODERN PLATFORMS FOR OPERATIONAL EXCELLENCE, PRODUCTIVITY AND ONGOING OPERATIONS

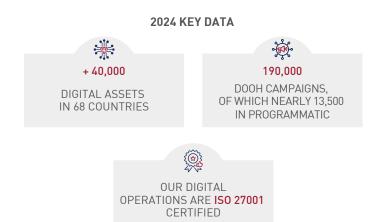
The transformation of our activities' management platforms is based on a continuous improvement dynamic. It involves all of our processes and aims to develop common solutions, unify practices and secure our operations. It is based on the **most advanced technologies, in particular artificial intelligence, and combines inhouse developments with purchased solutions.**

INNOVATIVE TECHNOLOGICAL SOLUTIONS AT THE HEART OF THE DIGITISATION OF OUR OFFERS

Other 190,000 digital campaigns were broadcast in 2024, demonstrating that our solutions meet the following challenges:

- **Performance and flexibility** of media offers available on our digital screens *via* different sales channels thanks to innovative technologies that enable us to offer our customers the solutions best suited to their needs.
- Security of the programming and broadcasting activities of digital campaigns sold via a platform used in all the Group's digital universes. In this area, the development of AI-based applications further enhances the security of these activities, thereby strengthening the confidence of the Group's advertising customers.

These solutions, which were developed in-house, provide control and autonomy and are perfectly integrated with the programmatic solutions supplied by VIOOH, which are themselves fed by audience data collected and classified by the Corporate Data department.



SCALABLE, FLEXIBLE AND SECURE IT INFRASTRUCTURE

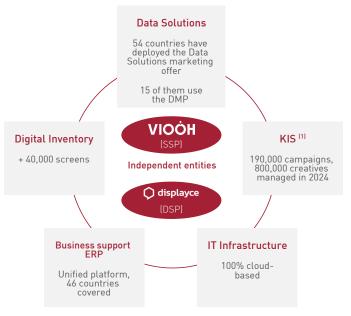
Cloud technologies are at the heart of our developments. They provide secure, easily scalable solutions at controlled costs. The **security** of our technological solutions is a key factor in guaranteeing the continuity of our operations.

It is ensured by a safety policy developed at Group level based on four components:

- Governance and oversight by the Group Chief Security Officer
- Protection of our applications and data
- **Supervision** and detection of unusual situations through our Security Operations Centre in collaboration with the Thalès Group
- **Daily control** carried out through regular tests and internal and external audits.

JCDecaux, the only OOH company with a Full-Stack Digital solution covering the entire value chain





(1) Proprietary broadcasting management system

1.2.3. PARTICIPATING IN THE CONSOLIDATION OF OUT-OF-HOME ADVERTISING

In a highly fragmented outdoor advertising market, JCDecaux has significant financial strength, a solid balance sheet and a powerful network, giving it a significant advantage in seizing opportunities for acquisitions or partnerships necessary to enter new markets or to strengthen its positions there.

The **Group's acquisition strategy** focuses on the following main objectives:

- Acquire or form partnerships with companies that have quality positions in their markets
- Capitalise on the Group's resources to develop and optimise the new markets
- Develop sales synergies
- Pool and reduce costs
- Capitalise on the complementary nature of businesses at the national level
- Expand the product range.

1.2.4. ESG EXCELLENCE AT THE HEART OF OUR BUSINESS MODEL AND STRATEGY

Social, societal and environmental responsibility are central to our history, our business model and each of our three strategic areas (see Our Social, Societal, and Environmental Responsibility "An ambitious strategy for 2030 that reflects our historic commitment", p. 39).

JCDecaux is convinced that **ESG is a key lever for development**, performance, recognition and risk management for the Group, which must contribute to:

- Competitive differentiation in a media world challenged by its social, societal and environmental responsibility
- **Recognition** by all stakeholders of JCDecaux's leadership in its field of activity.

ESG is an integral part of the Group's strategy, thanks to the company's commitments for 2030 across its entire value chain, including:

- Responsible innovation and eco-design of its products and services
- Promotion of **responsible outdoor advertising** and support for advertiser customers and principals with their own sustainable transition objectives
- Reduction of emissions from our operations and our value chain, responsible management of our resources and waste
- Contributions beyond our value chain
- Exemplary business conduct.

KEY EVENTS IN 2024

Organic growth: JCDecaux has renewed, extended and won new contracts and tenders, including emblematic contracts for the London passenger shelters (TfL), street furniture in Rome, Port Olímpic (Barcelona) and Getafe (a city south of Madrid), bus shelters and metro systems in Greater Stockholm, digital free-standing information panels in Rio de Janeiro, as well as airports in Shenzhen Baoan, Sydney and Macao, and urban transport in Hong Kong and Sydney. These developments strengthen the range of outdoor advertising solutions available to all our advertising customers. In the majority of cases, these calls for tender included ESG criteria.

Digitisation: Digital technology was present in all the new contracts won in 2024, as well as in the majority of renewals and extensions, taking the share of Digital technology in the Group's revenues to 39,0%, in a fast-growing DOOH market.

Consolidation: Finalisation of the acquisition and integration of Clear Channel Outdoor's business in Italy. Merger of the business of JCDecaux Top Media Publigrafik and IMC in Central America, through the acquisition of 70% of IMC.

ESG: JCDecaux's Group carbon reduction trajectory, expressed in the Climate Strategy launched in 2023, which aims for Net Zero Carbon by 2050 (Scopes 1, 2 and 3), has been validated by the SBTi (Science-Based Targets initiative). This approval, which is the most ambitious stage in the SBTi process, confirms the Group's commitment to playing an active part in the fight against climate change by adopting eco-responsible practices and promoting sustainable innovation in the conduct of its business.



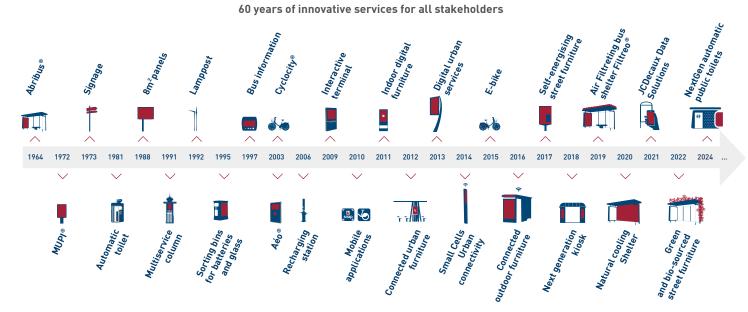


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1.3. RESEARCH AND DEVELOPMENT

1.3.1. INNOVATION, A SUSTAINABLE AND RESPONSIBLE DRIVER OF GROWTH AND DIFFERENTIATION

JCDecaux, a useful and sustainable medium, is dedicated to serving all its stakeholders. Since the first Abribus bus shelter in 1964, the range of street furniture and services offered by JCDecaux has been enriched by new proposals. Innovation remains the company's driving force for cities and citizens, brands and consumers, transport systems and passengers, shopping areas and buyers.



This innovation is guided by **usage, technology** and social and environmental **impact**, in line with the Group's 2030 ESG Roadmap, 2050 Climate Strategy and the UN Sustainable Development Goals.

From the design of products and services to the operation of a contract, **the Group's capacity for innovation has enabled it to build up significant intellectual property assets**, with 183 active patents at the end of 2024.



1.3.1.1. Renovation and reconditioning of our furniture

As drivers of ecological, economic and social **responsibility**, the renovation and reconditioning of our furniture is a priority in terms of R&D, for the benefit of sustainable innovation. **Reusing furniture** from one contract to another, or **renovating it on site** by adding functions or improving the design, is a direct way of saving the planet's resources. It also enables towns and cities to extend the lifespan of their street furniture, helping them pursue their own public policies.

In ten years, the number of renovation projects has increased fourfold. It is an ISO 14001-certified activity with Bureau Veritas certification.

In 2024, for example, the Group refurbished the bus shelters of a French city on site, setting an example with its actions. The look of the furniture was completely modernised by simply replacing the roof on site with a roof made from a new polyester-free material that is 90% recyclable (see visual below).

The Group is also continuing to innovate through upgrades to its mobile paint booth, a key component of on-site renovation. This device brings the worksite to the furniture rather than the other way around. It is an innovation that is both eco-friendly and costeffective for all stakeholders, with no compromises on continuity and quality of service.



1.3.1.2. Reduction of our environmental impact

This is a major objective of JCDecaux's R&D, in line with the Group's ESG commitments and its Climate Strategy. The eco-design of our furniture and services is central to our developments, from the design and manufacturing phases to operation and use. Areas of innovation include:

- Use of new materials
- Technological solutions that do not consume a lot of resources
- Reduction in energy and water consumption
- Design choices for ease of **repair** and **renovation**
- Search for and use of recyclable materials
- Deployment of **electric** vehicles for our operations
- Upcycling of used or previously used materials to reduce the footprint of our furniture (approximately 60% less CO₂eq in the case of an upcycled bus shelter than for a new bus shelter illustration below).

In 2024, JCDecaux launched an innovative tool to measure and promote the environmental performance of its street furniture called the **Eco Design Index**. As a structuring tool for accelerating and systematising eco-design practices, the Eco Design Index helps to promote awareness among all stakeholders. The tool is based on the 16 environmental indicators of the European Commission's EF methodology, as well as on data more specific to JCDecaux's activities.



1.3.1.3. Helping communities build resilience

JCDecaux is innovating to make cities more **resilient** in the face of global **climate change**. This is a powerful driver for improving the quality of life in cities for as many people as possible.

For a number of years now, **urban greening** has been a key issue and its implementation has been accelerating, with the goal of making cities more pleasant, resilient and welcoming for everyone, including biodiversity.

JCDecaux offers solutions that allow towns and cities to create a network of **effective and attractive public spaces** that are designed with experts in plants and biodiversity and use approaches which are always adapted to each ecosystem, as in Mulhouse (France), three cities in Germany and more recently Paris (France).

In 2024, the Group deployed a large-scale experiment in Paris based on a greening concept designed to preserve **biodiversity**. These schemes, which include horizontal and vertical plants and bird nesting boxes, make it possible to link two parks or gardens in a city via a path created using street furniture.



In another innovation, the Group has developed **Natural Cooling** bus shelters that use an essentially mechanical process inspired by ancestral techniques used in desert countries to lower temperatures and create a feeling of freshness. This innovation is particularly relevant at a time when global warming is leading to increasingly long periods of extreme summer temperatures, which are difficult to combat in an urban environment. As a result, the temperature differential between the surrounding public space and the Natural Cooling bus shelter can be as much as 10°C. In the summer of 2024, two Natural Cooling bus shelters were deployed in Madrid (Spain).



1.3.1.4. Furniture connectivity, a source of new services

In line with the first trials set up in Amsterdam in 2013, **JCDecaux Link** has been pursuing a dialogue with telecoms operators and equipment manufacturers around the world for more than ten years, enabling it to develop telecoms equipment hosting services in JCDecaux street furniture.

This very close relationship has allowed us to acquire **expertise in integration and deployment**, which has been applied in contexts as diverse as seaside resorts, giant billboards in Latin America and street furniture in Tokyo (Japan) and Nice (France). In 2024, drawing on its experience in integrating Small Cells into street furniture, JCDecaux Link deployed multi-operator solutions, enabling two major operators to increase the density of their mobile networks on the Côte d'Azur in France.

1.3.1.5. New services for a citizen-friendly, inclusive, safe and clean city

Cities around the world are facing growing challenges in terms of the safety and cleanliness of their public spaces.

JCDecaux works with cities to contribute to their goals in innovative and relevant ways.

For example, in terms of **safety**, the Group has recently developed the **Point Contact Secours** (Emergency Contact Point), a call button mounted on street furniture which, in the event of a problem in the public space, can be used to contact the emergency services or the police, so that problems can be dealt with more quickly.

2024 also saw the launch of the new generation of Self-Cleaning Toilets, which were deployed for the first time in Paris. An essential part of urban **sanitation** and **cleanliness**, Next Gen toilets are a **universal**, **accessible service** that combines a number of innovations: increased capacity thanks to the addition of a urinal on each kiosk and a threefold reduction in the time between uses; user-friendliness thanks to touchless interfaces that are accessible and soundproofed on demand, and the addition of an external hand-washing station; reduced environmental footprint thanks to optimised design and weight, and new technologies that cut water consumption by almost 2/3 and electricity consumption by 1/3 compared with the previous generation.



1.3.1.6. New media, content and interactivity

JCDecaux's innovation and planning teams are consolidating their digital proposal expertise with a range of solutions that have been validated and certified for their quality, energy efficiency and sustainability.

This advantage is maintained through **active monitoring** of **emerging technologies** at major trade shows, and close relationships with key industry players and research laboratories. This technological monitoring is supplemented by research into new alternative materials to paper or screens.

For example, the choice of LEDs used in our screens has a direct impact on their power consumption. This can vary by as much as 50% between different types of LED, so selecting the best technologies is a crucial skill. In addition, the Group has developed **unique**, **world-renowned expertise** in the design of iconic digital devices for **transport** environments, opening up exclusive new communications opportunities for advertisers. This hardware-focused approach is increasingly complemented by expert support for the **new creative technologies** that these exceptional screens can accommodate (artistic, 3D, Al-generated content, etc.).

1.3.1.7. Operational excellence

The upkeep, maintenance and renovation of the street furniture deployed by JCDecaux account for a significant proportion of the work carried out by R&D and operational teams in the field throughout the world.

By using fewer resources and using low-carbon means of mobility, we are improving our processes to meet the challenges facing our cities, sometimes over several decades.

To give a few recent examples:

- Development of **washing** processes that reduce the amount of water used to clean bus shelters by a factor of four or five
- Creation of a **mobile paint booth** to renovate furniture at its place in the city, without having to transport it to a production site, while limiting disruption to the public space
- Development of technologies to remotely control the switching off of **lighting**, as part of energy-saving plans, for example.

1.3.1.8. Soft and shared mobility

As a pioneer and leader in self-service bicycle systems, JCDecaux continues to develop and deploy innovations to promote active mobility in an environment where the use of bicycles is on the increase in many towns and cities.

The Group has designed a new model of **electrically-assisted bicycle**, with an on-board battery and a central motor integrated into the bottom bracket. With a more powerful engine and twice the torque, these innovations optimise comfort for users and also simplify maintenance operations.

In addition, **digital innovation** is helping to develop new services for mobile applications designed for users of the Group's VLS systems (speed display, GPS guidance, etc.), all features that users can embed in their smartphones to improve their journeys (see p. 27).

1.3.2. INNOVATION PLAYERS AT JCDECAUX: EXPERT TEAMS, FROM MONITORING TO INDUSTRIALISATION

1.3.2.1. Research & Development teams at JCDecaux

JCDecaux's Research & Development has a wealth of expertise and experience in **more than 20 areas** such as electrical and electronic design, software, mechanics, systems and digital architecture.

R&D relies on **in-house experts** in key areas such as eco-design, sustainable materials, lighting and new energies. It has its own qualification resources, with facilities for testing products in the most demanding climatic conditions.

Our **forward planning** and innovation engineers are on the lookout for trends and are testing emerging technologies all over the world.

Thanks to this broad range of skills, the women and men in R&D are able to imagine, design and prototype new products and services anywhere in the world. Where necessary, they are supported by a network of academic and scientific partners.

1.3.2.2. A cross-functional and international innovation network

Innovation is largely based on joint projects, with **three complementary areas of focus**:

- The Graphic, Digital and Product Design department, with its focus on experiential and consumer design, capable of steering the development of new products in line with the Group's quality and aesthetic requirements
- The Research and Development teams in charge of demos and exploration, which provide proof of concept for emerging technologies and support the industrialisation process for the deployment of future products and services
- The User Innovation teams, which are responsible for identifying relevant start-ups capable of enriching JCDecaux's ecosystem of solutions, steering research into emerging trends and exploring new services and business models.

1.3.2.3. One method: experimentation

What these three entities have in common is the use of in situ experimentation in urban or transport areas, which enables new ideas to be tested very quickly against the reality on the ground.

Increasingly, this approach is enriched and shared with local authorities or principals in the context of "Innovation Envelopes" mechanisms which allow a fraction of the annual income from a contract to be allocated to local experimentation, and therefore to bring JCDecaux's services to life and develop them while evaluating the relevance of new service proposals for users.

OPEN INNOVATION

Since 2017, the Group has used an Open Innovation approach to expand the JCDecaux ecosystem beyond its usual partners with two main objectives:

1. To open up **innovation** in terms of the **products and services** offered by JCDecaux to its customers, through the integration of value propositions created and developed with start-ups and also with other ecosystems such as, for example, the Software République which brings together large companies (Renault Group, Orange, Thalès, Dassault Systèmes, Eviden and STMicroelectronics), which JCDecaux joined in 2024.

2. To contribute to the **digital transformation** of JCDecaux by integrating agile start-ups able to contribute to the improvement and efficiency of the Company's processes in all business areas.

This approach is helping to accelerate the Company's transformation, create differentiation and improve competitiveness.

1.3.3. FOCUS ON SOFT MOBILITY: SELF-SERVICE BIKES

A perfect complement to public transport, bike sharing improves the quality of life in cities by optimising travel via an approach that addresses environmental and public health concerns.

A pioneer of the bicycle rental market since 2003, JCDecaux develops widely accessible offers and services that are easy to use, innovative, robust and sustainable - for the benefit of users and cities.

JCDecaux operates nearly **30,000 bicycles in 11 countries**, with a particularly well-developed footprint in France.

Despite a context of heightened competition in recent years with the development of free-floating bicycles and electric scooters in many cities around the world, the performance of JCDecaux's bike-sharing continues to improve significantly in line with the growth in urban cycling.

In Lyon (France), for example, the Vélo'v system had 92,000 subscribers and around ten million rentals in 2024, representing 150 million trips since the service was launched in 2005.

This success is based on **20 years of unmatched international experience** in self-service bicycles, with:

- Systems developed in **partnership** with cities, as part of public contracts
- The capacity to propose mechanical and/or electrically assisted bicycles, that are robust, tried and tested in public spaces
- The ability to offer an extensive range of services to meet the needs of cities and citizens: self-service bicycles, long-term rental, adapted bicycles, parking solutions, innovative functionalities such as a bicycle reservations, etc.
- Recognised omnichannel **experience** in managing the customer relationship, which enables each user to manage their subscription from their smartphone
- An expert and increasingly responsible approach to bikes operations (maintenance and repair in workshops, fleets of zero-emission vehicles in certain markets)
- **Excellence** in regulation, maintenance and upkeep operations, to ensure the availability of bicycles for users and their safety.

JCDecaux listens to its users and continues to imagine the future of shared bikes to enhance the experience of users and make their daily journeys easier.

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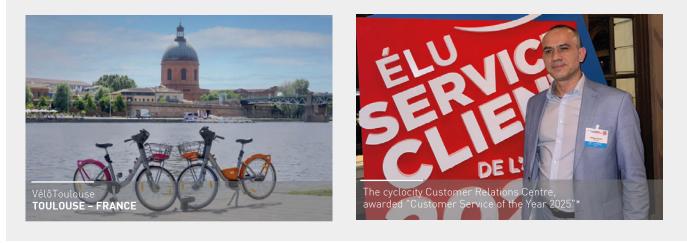
KEY EVENTS IN 2024

VélôToulouse (Toulouse, France): Roll-out of the new bikesharing contract with 400 stations and 3,600 bicycles, 50% of which are electrically-assisted bicycles with on-board batteries that can be recharged at the station.

The launch was an immediate success, exceeding all expectations, with **over 1.2 million users in less than two months.**

In 2024, the self-service bicycle hire systems in **Milan** (BikeMi) and **Verona** (VeronaBike), created when JCDecaux acquired Clear Channel in Italy, were extended, optimised and modernised.

For the 6th time, JCDecaux received the "Customer Service of the Year" award in the "Individual Passenger Transport" category.



*Cyclocity, a JCDecaux subsidiary, voted Customer Service of the Year 2025, Individual Passenger Transport category – BVA study – Viséo CI – More information at escda.fr.



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2.1. SUSTAINABILITY STATEMENT

2.1.1. OUR ESG APPROACH - GENERAL INFORMATION (ESRS 2)

2.1.1.1. Information related to our reporting and its scope

2.1.1.1.1. Preamble (BP-1)

Since 2018, the Group has been subject to the Declaration of Extra-Financial Performance (DEFP), which was audited without reservations or comments.

The new European Sustainability Reporting Standards set a new and precise framework for the publication of environmental, social and governance information. To this end, for the fiscal year ended 31 December 2024, the Group's sustainability reporting was prepared in accordance with the *Corporate Sustainability Reporting Directive (CSRD)* and more particularly with the *"European Sustainability Reporting Standards"* (ESRS), as well as in accordance with the European taxonomy according to Article 8 of Regulation 2020/852.

The Group has endeavoured to apply the normative requirements set by the ESRS (European Sustainability Reporting Standards) as well as the application guidelines, as applicable at the date of preparing the sustainability statement, based on the available information within the timeframe for the management report's preparation.

In the context of the implementation of the CSRD, the process and results of the double materiality assessment were submitted to the CSE in May 2024. The sustainability statement and its process as well as the sustainability audit methodology and the opinion issued by the auditors will be presented to the European Company Committee during the strategic orientations.

This first sustainability statement of the Group is characterised by specificities related to the context of this first year of application of the CSRD requirements:

- In addition to the limitations inherent in the state of scientific or economic knowledge and the quality of the external data used, several interpretations of the texts remain, for which additional clarifications from standardisation or regulatory bodies are expected, in particular concerning sector-specific details or the application of the technical criteria of the Taxonomy Regulation.
- Difficulties in accessing reliable data have forced the Group to rely on assumptions, estimates or assessments, in particular on the preparation of information relating to the Group's electricity consumption and carbon emissions, for which estimates and uncertainties lie in the variability and quality of the various input data and the methodological assumptions used. These various assumptions and estimates may be refined as the quality of the available data improves. In addition, certain information is also published in the postponed fiscal year (as of the end of June). This concerns the breakdown of headcount (excluding FTE) and electricity consumption.

In this Sustainability Report, the Group has endeavoured to publish the material information requirements provided for by the ESRS and expected by its stakeholders. Some information required by the ESRS standards is unavailable or partial at the end of the period on 31 December 2024, given the complexity of its implementation, in particular for the resources allocated to the action plans and the transition plan, current financial effects of risks and opportunities, adequate wage metrics and compensation metrics. A medium-term action plan for their publication is under consideration. Please find below the list of the Datapoints (DP) concerned:

List of DP / ESRS not covered in the 2024 Sustainability statement

| LIST OF DP / ESRS NOT COVERED | REASON FOR NON-PRESENCE IN THE 2024 SUSTAINABILITY STATEMENT |
|--|---|
| E1-1 16 c; E1-3 29 c; S1-4 43; S1-10; S1-16; S2-4 38 | Current data are not available or are partial as of 31 December 2024. An action plan for their publication is under consideration in the medium term |
| E1-1 f; E1-5 37 c and 38; E1-6 49; E1-7; E2 ; E3; E4; S3; G1-1 10f; G1-2 14; G1-5; G1-6 | Not applicable or not material, with regard to the Group's activities and the double materiality assessment |

In this context, the Group has prepared its sustainability statement on the basis of knowledge, data, normative interpretations or other information available at the date of the report's preparation. The Group may improve its understanding of ESRS standards requirements when additional recommendations, interpretations and/or market positions become available regarding their implementation. The Group may then, if necessary, evolve certain reporting and communication practices within a framework of continuous improvement to incorporate best practices. The double materiality assessment will also be refined over time.

Reporting scope (BP-1)

The JCDecaux SE sustainability statement is a consolidated report that presents the consolidated IFRS data for JCDecaux SE and its subsidiaries (together referred to as "the Group").

The scope covered by the sustainability statement is the same as that of the consolidated financial statements, with the exception of a few subsidiaries excluded from the extra-financial scope as the inherent reporting workload would be too significant compared to their structures. The companies excluded from the scope carry out the same activities as the entities included and are therefore affected by the same impacts, risks and opportunities. In 2024, the overall coverage rate for extra-financial reporting under IFRS is 99% of the consolidated revenue and 97% of the Group's workforce (FTE: full-time equivalent).

In accordance with IFRS 8 on operating segments, the Group presents so-called "adjusted" operational financial data, in line with the information communicated and monitored by the Executive Board. The "adjusted" scope is also used in the Group's extra-financial operational communication. The adjusted data takes into account the proportional impact of companies under joint control and excludes the IFRS 16 restatement of core business leases.

Within the sustainability statement, the Group presents some socalled "adjusted" information used, notably, for submitting the climate trajectory to the SBTi.

These data, communicated as "adjusted" in the sustainability statement, will be followed by the mention "Adjusted data". In 2024, the overall coverage rate for "Adjusted" extra-financial reporting was 98% of the consolidated revenue and 96% of the Group's workforce (FTE: full-time equivalent).

This sustainability statement covers the Group's upstream and downstream value chain, including the following:

- Double materiality assessment (impacts, risks and opportunities) - for more details, see the dedicated chapter 2.1.1.4. Impact, Risk and Opportunity Management (IRO)
- Policies, actions and targets
- Metrics on scope 3 of greenhouse gas emissions.

The list of publication requirements covered in the sustainability statement, as well as a table of data points from other EU legislation acts are available in the annex to this report.

2.1.1.1.2. Specific circumstances (BP-2)

Time horizons

The time horizon used by the Group is in line with that defined in section 6.4. of ESRS 1, namely:

- Short-term horizon: less than or equal to 1 year, corresponding to operational and financial planning
- Medium-term horizon: 1 to 5 years, for strategic planning
- Long-term horizon: greater than 5 years, for planning and understanding future challenges, also aligned with the duration of JCDecaux's contracts with cities, and taking into account the Company's future challenges and associated macro-trends (urbanisation, climate change, etc.).

In addition, specific time horizons were considered for the analysis of the Group's resilience to climate risks, the near term to 2030, and the long term to 2050.

Hypothesis on value chain assumptions

As part of the process of establishing the sustainability statement, uncertainties may arise depending on the quality of the data calculated for the value chain (such as greenhouse gas emissions) or when projections are based on theoretical assumptions.

Sources of uncertainty associated with estimates and results

The first-time application of Article L. 233-28-4 of the French Commercial Code and Article 8 of Regulation (EU) 2020/852 highlighted inherent limits to the use of estimates and interpretations in the absence of established frameworks and market information.

In particular, the sustainability information is prepared on the basis of assumptions, estimates or assessments known at the date of preparation of the management report, which may prove to be different in the future. They depend on the state of scientific or economic knowledge, and on the availability and quality of the external data used. This includes particularly information on the Group's electricity consumption and carbon emissions.

Information incorporated by reference

| Information incorporated by reference | REFERENCE |
|--|---|
| | 3. Corporate governance, p. 146 |
| | 3.2.2. Terms of office held by the members of the Executive Board, p. 148 |
| 5656 0 001/ 4 | 3.3.2. Terms of office of members of the Supervisory Board, p. 160 |
| ESRS 2 GOV-1 | 3.6. Gender diversity within governing bodies, p. 173 |
| | 3.4. Committees, p. 169 |
| | 2.2. Deployment of our Vigilance approach, p. 124 |
| ESRS 2 GOV-2 | 3. Corporate governance, p. 146 |
| ESRS 2 GOV-3 | 3.8. Compensation and benefits, p. 175 |
| ESRS 2 GOV-5 | 4. Risk factors and internal control, p. 228 |
| | 1.1.1. A business model that shares the value created with our stakeholders, p. 16 |
| | 1.1.4. Geographic presence of JCDecaux, p. 18 |
| | 1.5. Our market, p. 20 of the URD |
| | 1.6. Advertisers and effectiveness of our media, p. 22 of the URD |
| | 1.2. Group strategy, p. 19 |
| ESRS 2 SBM-1 | 1.11. Street furniture, p. 38 of the URD |
| | 1.12. Transport, p. 44 of the URD |
| | 1.13. Billboard, p. 48 of the URD |
| | 1.2.4. ESG excellence at the heart of our business model and strategy, p. 22 |
| | 1.3. Research and Development, p. 23 |
| | 5. Financial and accounting information, Consolidated financial statements, chapter 3. Segment reporting, p. 305 of the URD |
| ESRS 2 SBM-3 - Entity-specific topics (social acceptability of advertising, urbanisation and digital transformation) | 1.2.4. A company committed to the digital transformation, all over the world, p. 14 of the URD |
| C1 | 3. Corporate governance, p. 146 |
| G1 | 4. Risk factors and internal control, p. 228 |
| G1-4 | 2.2. Deployment of our Vigilance approach, p. 124 |
| 01-4 | 4. Risk factors and internal control, p. 228 |

2.1.1.2. Structured governance at Group level, reinforced at local level

The purpose of this chapter is to clarify the role of the administrative, management and supervisory bodies in addressing sustainability issues.

2.1.1.2.1. Governance overview (GOV-1)

JCDecaux SE (European Company) is a family-owned company listed on the stock exchange with a dual structure composed of an Executive Board and a Supervisory Board. The latter place sustainability issues at the heart of the Company's development strategy, by proposing several initiatives to safeguard the values of responsibility.

In this respect, and for the fiscal year ended 31 December 2024,

- The Executive Board is composed of five executive members: Messrs Jean-Charles Decaux, Jean-François Decaux, David Bourg, Emmanuel Bastide and Daniel Hofer
- The Supervisory Board is composed of eleven non-executive members: Messrs Gérard Degonse, Jean-Pierre Decaux, Michel Bleitrach, Patrice Cat, Jean-François Ducrest, Jean-Sébastien Decaux, and Mrs Alexia Decaux-Lefort, Bénédicte Hautefort, Elisabeth Louis, Marie-Laure Sauty de Chalon and Leila Turner.

Employees are represented on the Supervisory Board via two members:

- Patrice Cat: was appointed to the Supervisory Board as a member representing employees by the Economic and Social Committee on 30 September 2021 and reappointed by the European Company Committee on 22 July 2024
- Elisabeth Louis, member of the Supervisory Board representing employees appointed by the Social and Economic Committee on 26 September 2023.

The percentage of independent Supervisory Board members was 55.5% as of 31 December 2024.

The diverse skills of Supervisory Board members, their ability to grasp the Group's challenges and the interests of stakeholders, particularly shareholders and employees, their integrity and their personal commitment are a guarantee of the quality of the Supervisory Board's discussions. The members' expertise covers various areas: knowledge of advertisers, group management and international experience, corporate social responsibility and governance, digital and technology, finance and audit, knowledge of markets and public contracts, marketing, communication, advertising, and media.

For more details on the composition of the Executive Board and Supervisory Board and its committees, as well as on the experience of the Supervisory Board members, please refer to sections 3.2.2. *Terms of office held by the members of the Executive Board* and 3.3.2. *Terms of office of members of the Supervisory Board*.

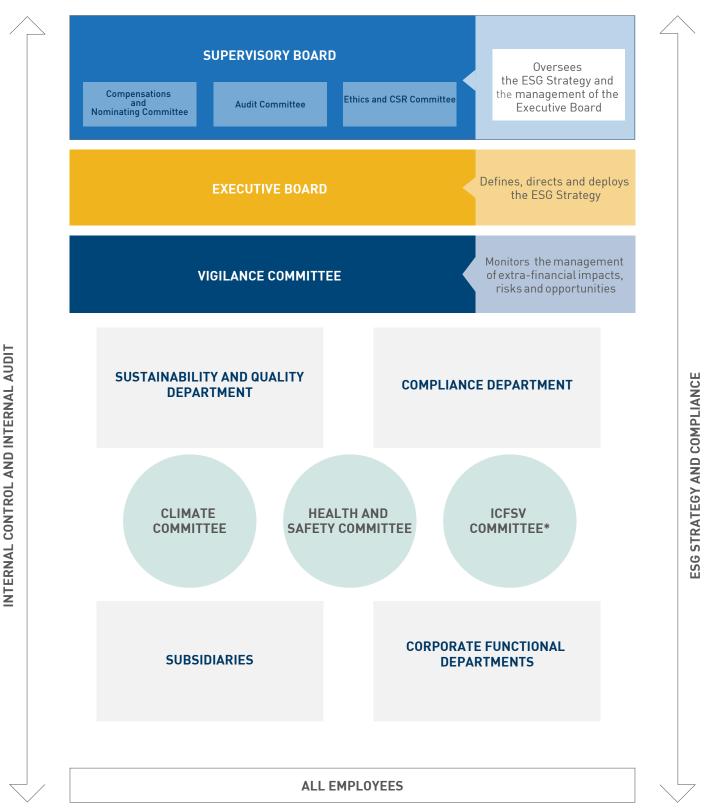
As of 31 December 2024, gender representation was balanced on the Supervisory Board: four women out of a total of nine members (not including the Supervisory Board members representing employees, who are not counted when calculating the proportion of women within the Board, in accordance with Article L. 225-79 of the French Commercial Code), i.e. a proportion of 44.44%, in accordance with Article L. 22-10-21 of the French Commercial Code.

Gender diversity in executive management bodies is one of the key objectives of the Group's 2030 ESG Strategy: as of 31 December 2024, the percentage of women in management bodies is 34.4% (in adjusted data).

For more information on our diversity and inclusion policy, please refer to the chapter 2.1.3.1. Be a responsible employer (ESRS S1), section 2.1.3.1.7 Foster diversity and inclusion (S1-1, S1-4, S1-5, S1-9), and on diversity in governing bodies, please refer to section 3.6. Gender diversity within governing bodies.

For more information on governance, please refer to chapter 3. *Corporate governance*. For more information on the controls and procedures applied to manage material impacts, risks and opportunities, please refer to chapter 2.1.1.2.5. *Risk factors and internal control of ESG data (GOV-5).*

Roles and responsibilities of administrative, management and supervisory bodies in relation to sustainability



*International Charter of Fundamental Social Values

The development, implementation and supervision of the Company's ESG Strategy and sustainability objectives are carried out by various bodies, including:

Management bodies

Supervisory Board

The Supervisory Board supervises and is informed of the ESG strategy at least once a year, particularly during the presentation of extra-financial results, and exercises permanent control over it. It reviews the extra-financial information included in the management report. It examines extra-financial opportunities and risks as well as the measures taken as a result. It ensures the implementation of a system for the prevention and detection of corruption and influence peddling, and it ensures the implementation of a non-discrimination and diversity policy, in particular in terms of balanced representation of women and men on management bodies.

In addition, the Climate Strategy is approved by the Supervisory Board and presented to the General Meeting of Shareholders.

For more information on the missions of the committees on which the Supervisory Board relies (Compensation and Nominating Committee, Audit Committee and Ethics and CSR Committee), and in particular their sustainability-related missions, please refer to chapter 3.4. Committees.

Executive Board

The Executive Board defines and guides the 2030 ESG Strategy, including the Climate Strategy, relying on various committees for its overall coordination and implementation. This process encompasses not only the definition of policies, but also the definition of strategic objectives. The Executive Board manages extra-financial performance and the achievement of annual objectives on a quarterly basis, and validates the work to comply with the European green taxonomy.

The Group Chief Financial, Information Systems and Administration Officer, a member of the Executive Board of JCDecaux, oversees the ESG strategy, including the fight against climate change and the associated risks. He manages the risk management processes, with a focus on climate issues.

The Vigilance Committee

Created in 2018, the Vigilance Committee is chaired by the Group Chief Financial, IT, and Administration Officer, a member of the Executive Board. It comprises the Corporate Functional and Operational Managers (Purchasing, Internal Audit, Communication, Sustainability and Quality, Legal, International Operations and Human Resources). The Committee ensures the proper management of Group extra-financial impacts, risks, and opportunities including the correct implementation of the relevant Policies and action plans for dealing with the major extra-financial risks identified. In 2024, the Committee met three times. For more information on the Committee's other missions and its links with the Executive Board and the Supervisory Board, please refer to section 2.2. Deployment of our Vigilance approach.

Operational teams

The Sustainability and Quality Department

The department is responsible for drawing up the roadmap for the 2030 ESG Strategy then leading and coordinating its implementation across business lines and subsidiaries. As well as being responsible for managing extra-financial risks and opportunities, the department is also responsible for the reporting process and extra-financial communication. It anticipates and meets the expectations of internal and external stakeholders on issues related to sustainable development.

It also submits recommendations related to the achievement of the ESG criteria in the variable compensation of Regional and/or Country Directors to the members of the Executive Board responsible for these subsidiaries. It is also responsible for deploying JCDecaux's standard-setting Quality Policy at the function and Corporate activities levels.

The Chief Sustainability and Quality Officer reports to the Chief Financial, Information Systems and Administration Officer, thus facilitating the monitoring of sustainable development performance. The Executive Board validates the strategic priorities of the 2030 ESG Strategy, including environmental issues. The Chief Sustainability and Quality Officer chairs the Climate Committee, thus reinforcing JCDecaux's commitment to environmental responsibility.

The Sustainability and Quality Department reports to the Executive Board at least eight times a year on the extra-financial performance of JCDecaux, on the progress of its priorities and the ESG Strategy in the Group's countries. In 2024, various subjects were presented to the Executive Board, such as the CSRD, the Group Social Policy, the Climate Strategy, the ecodesign policy and the ESG Budget. At least twice a year, it provides the Supervisory Board and the Ethics and CSR Committee, the Audit Committee and the Compensation and Nominating Committee with information related to extrafinancial performance, current and future actions, as well as the management of the Group's environmental, social and societal impacts.

The ESG Programmes Committee

In order to ensure strategic governance of the various IT tools required to support the ESG roadmap in each of the Group's business lines, JCDecaux set up an ESG Programmes Committee in 2022. Led by the Sustainability and Quality Department, the Group Financial Control Department and the IT Department, this Committee is sponsored by Executive Management and the Group Financial Control Department. Meeting every two months, the objectives of this Committee are to:

- Map current tools and ongoing initiatives
- Create a roadmap of future tools to anticipate JCDecaux's needs
- Validate and monitor the progress of projects (objectives, planning, budget, governance)
- Coordinate change management and training actions
- Ensure the consistency and compatibility of ESG tools with the subsidiaries.

Sustainability Correspondents

The Sustainability and Quality Department is in direct contact with the over 100 Sustainability correspondents appointed in all subsidiaries. They are members of their country's Management Committee, and regularly report to the teams in order to raise awareness on the subject and to circulate information locally. The network of correspondents is responsible for implementing and monitoring the action plans of the 2030 ESG Strategy at the subsidiary level. The Group has strengthened the integration of ESG in the agenda of the local Management Committees. Since 2022, the Chief Financial Officers have been responsible for managing the extra-financial performance, both actual and budgetary, in each subsidiary and now monitor the local progress of the objectives of the 2030 ESG Strategy, under the responsibility of the Director of each country.

Business Experts

These Sustainability correspondents are supported by functional or operational experts who are responsible for the management and operational monitoring of sustainable development commitments and objectives. This role promotes ownership and integration of sustainability issues by all employees. They are supported by the Sustainability and Quality Department in the development of the Strategy and objectives as well as in the monitoring of policies, action plans and results through, in particular, the Vigilance Committee described above, and the Climate Committee, described below.

The Climate Committee

In order to operationalise its Climate Strategy, deploy and enhance its transition plan, but also to validate certain strategic decisions, in 2023 JCDecaux set up a Climate Committee composed of the Sustainability and Quality Department, the Research & Development Department, as well as the International Operations Department. Depending on the topics covered, this Committee is extended to other strategic departments such as the Purchasing Department or the International Projects Department. In 2024, it met five times to discuss governance, the roadmap, the improvement of carbon measurement and low-carbon furniture. The Climate Committee is managed by the Sustainabiliy & Quality Director and is sponsored by the Chief Financial Officer, Information Systems & Administration.

Health & Safety Committee

The Group supports subsidiaries via the Group Health & Safety Committee. This Committee, overseen by the Director of International Operations, is composed of local regional Health and Safety Managers, as well as the Group Health & Safety Manager.

The members of the Health & Safety Committee meet four times per year to define and monitor the objectives and action plans at Group level, the results of the country audits, and quarterly reports on the frequency and severity of work accidents. The Committee supplements the actions of the Vigilance Committee. Health & Safety is also monitored several times a year by the Executive Board.

For more information on the operation of the Health & Safety Committee, please refer to the chapter 2.1.3.1.6. Promote an exemplary Health & Safety culture [S1-1, S1-4, S1-5, S1-14] of this document.

ICVSF Committee⁽¹⁾

The ICVSF Committee participates in the governance of the monitoring of the Fundamental Social Values and validates any corrective action plans of the subsidiaries when discrepancies have been identified. This Committee is managed by the Human Resources France and International Human Resources Projects Department, and comprises the Sustainability and Quality Department, the Legal Department and the Internal Audit Department. For more information on the functioning of the ICVSF Committee, please refer to the chapter 2.1.3.1.4. Human rights (S1-1, S1-4, S1-5, S1-17) section Deploy JCDecaux's Charters and ensure a core set of fundamental rights for all employees of this document.

Network management

The Sustainability and Quality Department organises regular videoconferences with Country Directors, Operational Business Managers and ESG Correspondents in the countries. It also makes visits to the subsidiaries in order to meet the teams directly and better understand local issues.

Videoconferences concern all subsidiaries and can be of two types:

- "General Calls", organised once or twice a year for directors of local entities. They ensure a regular review of the deployment of commitments and objectives and make it possible to share strategic news in line with JCDecaux's Sustainable Development approach. In April 2024, a General Call was held concerning the ESG 2024 roadmap
- "Focus Calls", dedicated to specific themes, are intended for Sustainability correspondents, operational business managers and experts in all countries. In 2024, eleven videoconferences were organised on topics such as the Climate Strategy, the Group's Social Policy and the CSRD.

In addition to these meetings, the Sustainability and Quality Department provides Corporate Departments and countries with extra-financial performance dashboards in order to review action plans and the results of the main subsidiaries. The data collected is also used to feed into the Universal Registration Document and to respond to requests from extra-financial rating agencies and investors.

2.1.1.2.2. Strategic sustainability information provided to governance bodies (GOV-2)

For more information on JCDecaux's governance, please refer to the chapter 3. Corporate governance, in particular the summary diagram and the paragraph dedicated to the Supervisory Board (3.3.) and to the Executive Board (3.2.).

The Sustainability and Quality Department analyses all $\rm IRO^{(1)}$ and the elements of the Group's ESG Strategy, before transmitting them

2.1.1.2.3. Integration of sustainability performance in compensation (GOV-3)

The compensation policy as well as the incentive systems of JCDecaux's management, supervisory and administrative bodies include objectives and performance criteria in line with the Group's sustainability strategy.

Among the governing bodies, only members of the Executive Board and Country and Regional Managing Directors receive variable compensation subject to financial and extra-financial criteria.

The Executive Board's incentive systems are partly based on extrafinancial criteria set annually by the Supervisory Board on the recommendation of the Compensation and Nominating Committee. They include elements relating to the ESG Strategy and policies, thus contributing to the Company's resilience. The operational data on which the Executive Board relies for the management of the Company are calculated on the "adjusted" scope. The variable compensation components therefore include adjusted data, which take into account the proportional impact of jointly controlled companies and exclude the impact of IFRS 16 on the core business.

The ESG criteria are common to all members of the Executive Board and represent 15% of their variable compensation.

The ESG criteria are based on qualitative and quantitative elements based on four areas, namely:

- Extra-financial performance by remaining in the EF indices
- The roll-out of the 2030 ESG strategy
- The optimisation of the environmental footprint
- The deployment of the Group's responsible business environment.

The members of the Executive Board must also meet ESG criteria related to Governance (qualitative criteria), namely:

- Strengthening local ESG governance
- Implementation of CSRD requirements
- Continue to deploy the Climate trajectory aiming for net zero across the Group

to the Executive Board and sharing them with the Supervisory Board. These subjects are discussed within the Executive Board in order to integrate them in the Group's strategy.

The Executive Board monitors all material impacts, risks and opportunities. The list is available in paragraph 2.1.1.4.2. Material impacts, risks and opportunities, and their interaction with the strategy and the business model (SBM-3).

- Prepare the deployment of an Eco Design Index for JCDecaux furniture and the adaptation of 360 Footprint at international level
- Train sales and marketing teams on sustainability issues.

These qualitative criteria are intended to complement quantitative criteria but cannot compensate for the non-achievement of the quantitative criteria mentioned below. They may, however, mitigate the allocation of the variable compensation linked to the quantitative criteria in case of non-achievement.

Climate and environmental considerations are taken into account in accordance with our reduction targets presented in *2.1.2.1.4.* Actions and targets related to climate change mitigation and adaptation (E1-3 and E1-4). They are detailed as follows (in adjusted data):

- Furniture: 31.8% reduction of furniture carbon emissions in absolute value at the end of 2024 (vs. 2019) Location-Based (before deduction of renewable electricity)
- Renewable electricity: 100% of our electricity consumption covered by renewable energy (annual objective)
- Buildings: 16.5% reduction in the building energy consumption at the end of 2024 (vs. 2019)
- Vehicles: 11% reduction of vehicle carbon emissions (gCO₂/km) vs. 2019
- Recovered waste: 90.9% of waste recovered.

Achievement of ESG and strategic criteria is assessed by the Supervisory Board, based on the recommendation of the Compensation and Nominating Committee.

In this respect, the Committee relies on information provided by management: at its end-of-year meeting, the Committee invites the Chairman of the Executive Board or the Chief Executive Officer to discuss directly with them and ensure that these criteria are met.

All information relating to executive compensation, including the portion dedicated to climate objectives, is available in chapter *3. Corporate governance*, in section *3.8. Compensation and benefits.*

2.1.1.2.4. Deployment of our sustainability vigilance approach (GOV-4)

Associated with various disclosure requirements, the main aspects and stages of JCDecaux's reasonable care are presented in the table below. For a more in-depth understanding of the related process, we also invite you to consult the Vigilance Plan published in the Company's management report.

| Core elements of due diligence | Paragraphs in the sustainability statement |
|--|---|
| | ESRS 2 - GOV-2: 2.1.1.2.2. Strategic sustainability information provided to governance bodies (GOV-2) |
| Embedding due diligence in | ESRS 2 - GOV-3: 2.1.1.2.3. Integration of sustainability performance in compensation (GOV-3) |
| governance, strategy and business model | ESRS 2 - SBM-1: 2.1.1.3.1. Our strategy: JCDecaux, the sustainable media (SBM-1) |
| | ESRS 2 - SBM-3: 2.1.1.4.2. Material impacts, risks and opportunities, and their interaction with the strategy and the business model (SBM-3) (+ SBM-3 thematic) |
| Engaging with affected | ESRS 2 - GOV-2: 2.1.1.2.2. Strategic sustainability information provided to governance bodies (GOV-2) |
| stakeholders in all key steps of the | ESRS 2 - SBM-2: 2.1.1.3.2. An active dialogue with our stakeholders (SBM-2) |
| due diligence | ESRS 2 – IRO-1: 2.1.1.4.1. Procedure for identifying and assessing material impacts, risks and opportunities (IRO-1) |
| Identifying and assessing negative | ESRS 2 - IRO-1 (+ themes): 2.1.1.4.1. Procedure for identifying and assessing material impacts, risks and opportunities (IRO-1) |
| impacts | ESRS 2 - SBM-3: 2.1.1.4.2. Material impacts, risks and opportunities, and their interaction with the strategy and the business model (SBM-3) (+ SBM-3 thematic) |
| Taking actions to address these negative impacts | Thematic ESRS presenting action plans to remedy negative impacts |
| Monitoring the effectiveness of these efforts and communicating them | Thematic ESRS presenting the targets |

2.1.1.2.5. Risk factors and internal control of ESG data (GOV-5)

JCDecaux is currently preparing an internal control manual for extra-financial indicators in order to ensure rigorous and structured management of sustainability information. For each indicator included in the scope, a control matrix is developed to specify the associated procedures and responsibilities. In addition, JCDecaux has a rating grid to assess the effectiveness of the controls put in place, thus guaranteeing the monitoring of internal control processes.

To date, JCDecaux's sustainability reporting protocol defines and measures the environmental, social and governance indicators, collected during annual or quarterly campaigns from all subsidiaries and sites. An internal monitoring register is set up to prepare and consolidate the requested indicators, thus guaranteeing the reliability and traceability of the data. The clear division of responsibilities and the segregation of roles ensure appropriate audit trails. Systematic controls and regular audits improve the reliability and consistency of the data collected. The information collected is used to develop dashboards, which are continuously monitored, and to develop local action plans to improve performance. The Sustainability and Quality Department continuously monitors the evolution of standards and regulations within its areas of expertise. Its role is to advise, support, coordinate and raise awareness among the Group's subsidiaries. As a guarantor of the extra-financial risks management, it co-develops policies, action plans and key performance indicators in collaboration with the Operational and Functional Departments concerned. To this end, in 2023, the IFRS Standards Manager had her scope extended to include ESG standards.

The Internal Audit Department verifies the internal control procedures, and this work is monitored by the Audit Committee. The audits' conclusions are sent to the Executive Board and systematically followed up where necessary. For more information on internal control risk management, please refer to chapter 4. *Risk factors and internal control* of this document.

2.1.1.3. A sustainable strategy serving the community

2.1.1.3.1. Our strategy: JCDecaux, the sustainable media (SBM-1)

JCDecaux's strategy and its business model are described in sections 1.1.4. *Geographic presence of JCDecaux and* 1.2. *Group strategy.* IFRS headcount by geographical area are presented in section 2.1.3.1.3. Characteristics of the Company's employees (S1-6).

Further information on our Group and its activities can also be found in sections 1.5. *Our market*, 1.6. *Advertisers and effectiveness of our media*, 1.11. *Street furniture*, 1.12. *Transport* and 1.13. *Billboard* of our Universal Registration Document. The Group's revenue on an IFRS basis is presented in section 3. *Segment reporting* of the Notes to the consolidated financial statements (Chapter 5. *Financial and accounting information*). Corporate Social Responsibility (CSR) is a key component of the Group's business model. This strategy is detailed in the sections of the present report : 1.2.4. ESG excellence at the heart of our business model and strategy, and 1.3. Research and Development.

An ambitious ESG strategy for 2030 reflecting our historical commitment

In 2013, JCDecaux conducted and published its first materiality assessment, the results of which were used to develop the Sustainability Strategy rolled out in 2014. Updated in 2018 and 2020, this assessment was supplemented by a risk analysis to take into account changes in the Group's activities and the expectations of its stakeholders. The results of this work enriched the 2014 Sustainability Strategy, while aligning it with the commitments and initiatives previously implemented. In 2022, JCDecaux unveiled its new strategic ESG roadmap for 2030. In 2024, the double materiality assessment confirmed that the strategy implemented by JCDecaux covers all the material issues identified.

The ambitions and commitments defined in the 2030 ESG Strategy directly echo the strategic priorities defined in 2014.

The 2030 ESG Strategy was defined by JCDecaux's Executive Board in collaboration with the Sustainability and Quality Department and the various business lines and functions of the Company (for more information, please refer to section 2.1.1.2. Structured governance at Group level, reinforced at local level).

The 2030 ESG Strategy - The Sustainable Media



DEVELOP FURNITURE AND SERVICES THAT WORK FOR EVERYONE

- Reinforce ecodesign to improve environmental and social performance
- Develop and deploy our responsible innovations and our sustainable furniture
- Preserve and enhance biodiversity in cities

PROMOTE RESPONSIBLE OUTDOOR ADVERTISING

- Promote responsible campaigns
- Safeguard our digital activities to the highest possible degree
- Advocate for public interest communication that serves the United Nations' 2030 Agenda

DEPLOY AN AMBITIOUS CLIMATE STRATEGY AIMING FOR NET ZERO CARBON

- Reduce our operations emissions (scopes 1 and 2)
- Reduce emissions across out entire value chain (scope)
- Contribute beyond our value chain

CURB OUR OTHER ENVIRONMENTAL IMPACTS

- Promote responsible waste management through a circular economy
- Encourage responsible water consumption

BE A RESPONSIBLE EMPLOYER

- Value all our people
- Care about our people
- Support our people's growth & development
- Foster diversity and inclusion

CONDUCT BUSINESS ETHICALLY AND SUSTAINABLY

- Maintain ethical conduct and fight corruption
- Help our suppliers implement more responsible practices
- Ensure that personal data is protected

| COMMITMENTS | PRIORITIES | OBJECTIVES | DEADLINES | 2024 RESULTS | LINK WITH MATERIALITY ASSESSMENT |
|---|---|---|------------------------------|--|---|
| | Reinforce ecodesign to improve environmental and social performance | Continue to enhance and deploy our ecodesign strategy Promote low-carbon furniture made from recycled aluminium | 2024 | Development of an Eco Design Index | Material challenges:Eco designClimate change adaptation |
| DEVELOP FURNITURE AND SERVICES THAT WORK FOR EVERYONE | Develop and deploy our responsible innovations and our sustainable furniture | 100% of operational teams made aware of responsible innovations in line with the United Nations SDGs Large-scale deployment of responsible innovations Measure and communicate about the impacts of our innovations | Annual By 2030 By 2030 | 100% N/A N/A | Material challenges: Eco design Furniture refurbishment Climate change adaptation Climate change mitigation |
| enhance | biodiversity in | Construct and roll-out a biodiversity policy and action plans | By 2030 | N/A | migation |
| | Promote responsible campaigns | 100% of the Group's countries commit to implementing and applying the principles of the Code of Conduct for 00H Display | Annual | 100% | Material challenges: • Responsible communication |
| PROMOTE RESPONSIBLE OUTDOOR ADVERTISING | Safeguard our digital activities to the highest possible degree | • Zero security incidents that created a general interruption of service or resulted in the undetected broadcast of unwanted content on digital screens for which the broadcast is controlled by and under the responsibility of JCDecaux | Annual | Zero | Material challenges: • Cybersecurity |
| | Advocate for public | • Support a major cause related to the Group's activities every year | Annual | Achieved | Material challenges: |
| | interest communication that serves the United Nations' 2030 Agenda | • 100% of the Group's countries representing 80% of the annual adjusted revenue, contribute to supporting one or more of the United Nations' SDGs | By 2025 | 100% | Responsible communication Social acceptability of advertising displays |

| COMMITMENTS | PRIORITIES | OBJECTIVES | DEADLINES | 2024 RESULTS | LINK WITH MATERIALITY ASSESSMENT |
|--|---|--|------------------------|--|--|
| DEPLOY AN AMBITIOUS CLIMATE STRATEGY AIMING FOR NET ZERO | Reduce our operations emissions (scopes 1 and 2) | 72.8% reduction in carbon emissions on scopes 1 and 2 (vs 2019)⁽¹⁾ 90% reduction in carbon emissions on scopes 1 and 2 (vs 2019)⁽¹⁾ 100% of electricity consumption covered by renewable electricity | 2030 2050 Annual | (62.9%) 100% | Material challenges: • Climate change mitigation • Energy consumption |
| CARBON Reduce emissions across our entire value chain (scope 3) Contribute beyond our value chain | 46.2% reduction in scope 3 carbon emissions (vs 2019)^[2] 90% reduction in scope 3 carbon emissions (vs 2019)^[2] Gradually roll out a relevant contribution strategy in priority countries from 2025 | 2030 2050 Until 2050 | (20.5%) Ongoing | Material challenges: • Climate change mitigation Material challenges: • Climate change mitigation | |
| CURB OUR OTHER ENVIRONMENTAL IMPACTS | Promote responsible waste management through a circular economy | Zero waste landfilling vs total waste in countries with suitable facilities | By 2035 | 96.6% of waste recovered | mugaton |
| | Encourage responsible water consumption | • Continue to roll out the water policy | Annual | Ongoing | |

AMBITION NO.2 - Our objectives towards an optimised environmental footprint

 ¹¹ Scope 2 Market-based
 ¹²¹ SBTi scope (perimeter covering at a minimum 92% of scope 3 emissions of the Group)

| COMMITMENTS | PRIORITIES | OBJECTIVES | DEADLINES | 2024 RESULTS | LINK WITH MATERIALITY ASSESSMENT |
|------------------------------|---|--|-----------|--|--|
| | Value all our | 100% of countries respect the Group's fundamental social values | Annual | 100%[1] | Material challenges: |
| | people | 100% of new employees have signed their commitment to respect the International Charter of Fundamental Social Values | Annual | 100% | Human rights (workforce) |
| | Care about our | Reduce the accident frequency | | | Material challenges: |
| | people | rate by 25% (vs 2019) | By 2030 | (22.3%) | Health & Safety (workforce) |
| BE A RESPONSIBLE EMPLOYER | | • 100% of the Group's countries have an onboarding programme covering the key training courses and values of JCDecaux | By 2030 | N/A | |
| | Support our people's growth & development | • 100% of countries have a career management system | By 2030 | 78% of countries conducted annual interviews | Material challenges: Diversity and inclusion |
| | | 100% of employees completed at least one training course during the year | Annual | 80% | |
| | Foster diversity and inclusion | 40% of women on JCDecaux's executive management committees | 2030 | 34.4% | Material challenges: |
| | | 100% of new "connected" employees trained in stereotypes and prejudices | Annual | 100% ^[2] | Diversity and inclusion |

AMBITION NO.3 - Our objectives towards a responsible business environment

⁽¹⁾ Results of the 2023/2024 survey (biennial survey), target achieved after review of the implementation of corrective action plans. ⁽²⁾ This concerned the "Fighting harassment together!" and "Together, let's act for gender equality!" training courses. ".

| COMMITMENTS | PRIORITIES | OBJECTIVES | DEADLINES | 2024 RESULTS | LINK WITH MATERIALITY AND THE RISK ANALYSIS |
|------------------------------|--|--|-----------|---|--|
| | | 100% of new employees have signed their commitment to | Annual | 100% | Material challenges: |
| | | respect the Code of Ethics | Annual | 100 % | Business Ethics |
| | Maintain ethical conduct and fight | | | | Fight against corruption |
| | corruption | 100% of new suppliers and key suppliers have signed the Supplier Code of Conduct | Annual | 100% | Human rights (workforce) |
| | | Supplier Code of Conduct | | | Human rights (value chain) |
| | | 100% of key suppliers assessed every year | Annual | 100% | |
| CONDUCT BUSINESS | Help our suppliers | • 100% of purchasing | | | Material challenges: |
| ETHICALLY AND SUSTAINABLY | implement more responsible practices | correspondents in subsidiaries completed the "Responsible Purchasing" training | Annual | 100% | Material challenges: Health and safety (value chain) Human rights (value |
| | practices | 100% of key direct suppliers audited at least every 5 years | By 2030 | 49.1% | chain) |
| | | 100% of "connected" European employees have completed the digital GDPR training course | Annual | 100% | Material challenges: |
| | Ensure that personal data is | 5 | | 100% | Protection of personal data |
| | protected | 100% of European subsidiaries assessed on the management and use of personal data | By 2025 | of European subsidiaries (excluding France) ⁽¹⁾ | Workforce)Cybersecurity |

Some pillars of the ESG Strategy, such as water and waste management, were not identified as priorities by our stakeholders in our double materiality assessment. These issues remaining strategic for the Group, voluntary information (outside the scope of the ESRS) is available in the section 2.1.1.5. Other ESG information (voluntary).

The business model, value chain and implications of the Group's activities for its stakeholders are developed in the dedicated sections of the Universal Registration Document (1.3.1. A business model that shares the value created with our stakeholders and 1.5. Our market).

⁽¹⁾ 100% of European subsidiaries (excluding France) have undergone audits dedicated to GDPR compliance

JCDecaux relies on an ecosystem of players at the various stages of value creation and distribution, and effectively mobilises the various resources (see diagram below). The Company internalises more than 400 key processes, from the design of street furniture to the marketing of advertising space and furniture maintenance (see chapter *1. Group activity and strategy*). This unique approach allows JCDecaux to control resources and impacts at each stage, ensuring optimal quality of the products and services offered.

Key milestones and resource use in the value chain

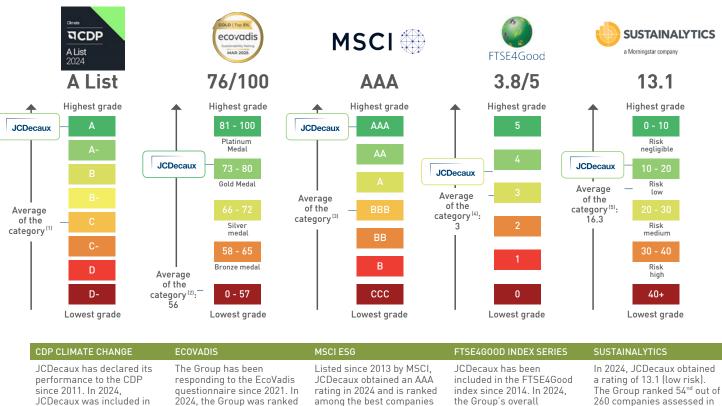
| | CUSTOMERS | ADVERTISER CUSTOMERS | |
|--|---|---|--|
| STEPS IN THE VALUE CHAIN | SERVING CUSTOMERS AND PARTNERS (CITIES, AIRPORTS, SUBWAYS, BUSES, TRAMS, TRAINS, SHOPPING CENTRES) | SERVING ADVERTISERS AND CONSULTING AGENCIES | KEY RESOURCES |
| 1 ADVICE AND DESIGN | Listening to needs, dialoguing with, and making recommendations to stakeholders Understanding the expectations of end- users Development of new designer products and services which are comfortable, innovative, connected, interactive and accessible to all Ecodesign | Out-of-Home media strategy, advice to advertisers Creation of international, national and local ad plans Capacity to combine analogue and digital furniture in over 80 countries Event solutions | HUMAN CAPITAL SOCIAL & RELATIONSHIP CAPITAL |
| <u>2</u> SERVICE OFFERINGS | Response to public tenders and competitive dialogues | Selling of ad space On-going advice to advertisers up until campaign posting | HUMAN CAPITAL INTELLECTUAL CAPITAL |
| <u>3</u> DEPLOYMENT & OPERATIONS | Responsible purchasing Assembly and installation of furniture and self-service bicycle schemes Upkeep and maintenance of furniture and self-service bicycle schemes Customer relations centres Internal ethical control of advertising visuals | Preparation of posters and canvases received from printers Campaign posting Putting digital content on-line Events set up | HUMAN CAPITAL SOCIAL & RELATIONSHIP CAPITAL NATURAL CAPITAL MANUFACTURED CAPITAL FINANCIAL CAPITAL |
| 4 POST-DEPLOYMENT SUPPORT | Customer service: user satisfaction surveys Dismantling, recycling or renovation of furniture Feedback and support to local authorities and mandators | Poster removal and recycling at the end of campaigns Post-campaign support: ad efficiency measurement and consumer surveys | HUMAN CAPITAL SOCIAL & RELATIONSHIP CAPITAL |

Our contribution to the Sustainable Development Goals (voluntary information)

Through its ESG Strategy, its way of operating on a daily basis and its offer of solutions contributing to the emergence of smart and sustainable cities and mobility, JCDecaux contributes to all 17 Sustainable Development Goals (SDG) and to six in particular, in order to accelerate their promotion and development throughout the world. Taking the SDGs into account is a lever for innovation to offer ever more responsible products and services. In addition, the Group supports the United Nations 2030 Agenda through its responsible media approach and its support for major causes, by promoting and amplifying the responsible and positive communication of advertisers (see chapter 2.1.3.3.1. Responsible communication (S4-1, S4-3, S4-4, S4-5) section Advocate for public interest communication). For more information on our contributions to the Sustainable Development Goals, please see the detailed note published on www.jcdecaux.com.

Our performance recognised by international standards (voluntary information)

The Group's ESG performance is assessed annually by five international extra-financial rating players recognised for their expertise in their field



JCDecaux was included in the A list for the second year in a row, being part of a minority of companies achieving "Leadership" level in the Web Services & Marketing category.

2024, the Group was ranked Gold with an overall score of in the media sector. 76/100, placing it in the top 5% of companies assessed.

the Group's overall performance was 3.8/5, above the average for companies in the Media sector (3.5/5).

260 companies assessed in the Media sector.

(1) Web Services & Marketing, (2) Advertising & Market Research, (3) Media & Entertainment, (4) Media, (5) Media & Advertising

JCDecaux has been on the "Prime" list of the ISS CORPORATE ESG RESPONSIBILITY agency since 2013. This status is awarded to companies exceeding the sector threshold in terms of ESG performance.

2.1.1.3.2. An active dialogue with our stakeholders (SBM-2)

As the core of an ecosystem of players whose multiple stakeholders each have their own challenges, JCDecaux strives to identify and best meet their expectations, while respecting the rules of business ethics. This responsibility also offers the Group the opportunity to strengthen its positioning as the world leader in Outdoor Communications. Dialogue with stakeholders is conducted at the local level, mainly by Corporate and Regional Departments.

At the core of the most material issues, JCDecaux prioritises respect for business ethics in all its relationships and interactions with its stakeholders.

This dialogue takes place in several ways depending on the stakeholders. These include: Universal Registration Document and Sustainability Statement, website, presentations and press releases, media outlets and speaking engagements, meetings with media agencies and advertisers, meetings with clients (cities, transport companies, etc.), responses to ESG rating agency questionnaires, investor conferences, publications via external social media targeting the public, but also internal communication networks for our employees, and General and Focus Calls with our community of sustainability correspondents, etc.

SUPPLIERS & SUBCONTRACTORS

lssues:

- Respect for human rights
- Compliance with established commercial conditions
- Respect for business ethics
- Transparency on the selection process

Answers:

- Implementation in 2014 of the Supplier Code of Conduct
- Implementation of ESG assessments and audits
- Implementation of risk mapping

CITIZENS & FURNITURE USERS

lssues:

- Accessibility and usefulness of our products and services
- Promotion of responsible consumption
- Personal data protection

Answers:

- Encouraging soft mobility, sustainable innovations
- Sustainable, ecodesigned furniture, high safety standards
- Alert messages on extreme weather events, pollution peaks
- Application of the Code of Ethics for OOH Display and the GDPR

JCDECAUX EMPLOYEES

Issues:

- Health & Safety and well-being at work
- Social dialogue and respect for fundamental rights
- Ensure that personal data is protected

Answers:

- Implementation in 2012 of the International Charter of Fundamental Social Values
- Implementation of Policies (social, health & safety, personal data protection)
- Establishment of a GDPR department and community

NGOs

lssues:

 Promotion and actions in favour of causes of general interest

<u>Answers:</u>

- UN partnership
- Commitment to major causes and gracious actions

PUBLIC AND PRIVATE PROCUREMENT MANAGERS

lssues:

- Development and transformation of their city into a pleasant and sustainable place to live
- Respect for business ethics
- Economic and financial expectations

<u>Answers:</u>

- Group Climate Strategy aligned with the Paris Agreement and validated by the Science-Based Targets initiative
- Deployment of the code of ethics since 2001
- Awareness of responsible public procurement
- Constant innovation around our furniture
- Launch of the Eco Design Index

ADVERTISERS & MEDIA AGENCIES

Issues:

- Compliance with business ethics and alignment with ESG values
- Measurement and decrease of the environmental footprint of their campaigns
- Quality of audiences
- Transparency and reliability

Answers:

- Tailor-made advertising targeting offer
- 360 Footprint Calculator
- Implementation of a Code of Ethics for OOH
- Implementation of an assessment process for our key customers

FINANCIAL COMMUNITIES

<u>lssues:</u>

- Creation of financial and extra-financial value
- SFDR⁽¹⁾ compliant reporting and positioning
- Transparency and reliability

Answers:

- Resilient business model
- Active engagement with extra-financial rating agencies
- Regulatory compliance external audit (Sustainability Auditor report)
- Balanced distribution of value among stakeholders
- Implementation of a dedicated reporting and planning process, in line with the financial process and dedicated governance and integrated tools

⁽¹⁾ SFDR: Sustainable Finance Disclosure Regulation

JCDecaux has also been a signatory of the United Nations Global Compact since 2015. The Group implements the ten principles of this Pact and answers the "Communication on Progress" (CoP) questionnaire every year. It describes the internal efforts made to apply these principles with its stakeholders. The interests and points of view of JCDecaux's stakeholders were taken into account during the Group's double materiality assessment process. For more information, please refer to section 2.1.1.4.1. Procedure for identifying and assessing material impacts, risks and opportunities (IRO-1).

2.1.1.4. Impact, Risk and Opportunity Management (IRO)

2.1.1.4.1. Procedure for identifying and assessing material impacts, risks and opportunities (IRO-1)

Since 2013, the Group has published a simple materiality analysis, which was last updated in 2020. In accordance with the requirements of the Corporate Sustainability Reporting Directive⁽¹⁾ (CSRD), the JCDecaux Group conducted a double materiality assessment of its sustainability issues between July 2023 and January 2024, covering the Group and the actors in its value chain. Given the complexity of the value chain, the Group took into account its entire value chain in a differentiated manner. The Group thus targeted the actors directly concerned by its activities. An external consulting firm supported the Group during this process to ensure the neutrality and robustness of the methodology.

The methodology used is an integral part of the due diligence procedure in terms of sustainability that the Group implements in order to identify, prevent and mitigate the actual and potential negative impacts of its activities on the environment and populations, and to report the way it remedies these impacts, and complementing this due diligence procedure by assessing positive impacts.

Annually, the Group also updates its Group risk mapping. The synergies between this mapping and the results of the double materiality assessment are detailed in *Phase 3: Consolidation, analysis and adjustment.* The purchasing risk mapping was also conducted for the 2024 fiscal year.

The methodology was designed in accordance with the framework set by the standard *ESRS 1*. The Group has considered sustainability issues and related impacts, risks and opportunities from the following two aspects:

- The impact materiality: the impacts on the environment and populations, whether positive or negative, actual or potential, for which the JCDecaux Group is responsible, either through its own activities or through those of its commercial relationships
- The financial materiality: issues that generate risks or opportunities that affect or may affect the financial position or financial performance of the JCDecaux Group.

The assessments of impact materiality and financial materiality are interrelated, and the interdependence of these two dimensions should be taken into account. The assessment conducted by the Group is not limited to the Company's own activities but also includes its upstream and downstream value chains.

The assessment methodology and the results were validated by the Executive Board and reviewed by $CERSE^{(2)}$, the Audit Committee and the Supervisory Board.

The assessment methodology followed three specific phases:

- Phase 1: Preparatory work
- Phase 2: Identification of Impacts, Risks and Opportunities, and rating
- Phase 3: Consolidation, analysis and adjustment

Phase 1: Preparatory work

The analysis of JCDecaux's activities and value chain framed the double materiality assessment exercise. The identification of internal and external stakeholders solicited for impact and financial materiality ratings was managed by the Extra-Financial Performance, Risks and Compliance division of the Sustainability and Quality Department.

This identification relied on the stakeholder dialogue process described in section 2.1.1.3.2. An active dialogue with our stakeholders (SBM-2) of this report.

The list of topics was drawn up from numerous internal and external sources, including: the list of issues of *ESRS 1 Appendix A AR16*, the pre-existing issues in the previous materiality matrix, the JCDecaux business model, bibliographic study and competitor benchmarks.

The objective of this assessment was to identify all the environmental, social and governance issues related to our activity, and to highlight several potential IRO subject to double materiality assessment. The analysis of these documentary sources allowed to exclude certain topics considered non-applicable for JCDecaux and the grouping of sub-topics into a single sustainability topic.

The impacts identified cover all of JCDecaux's activities, the impacts that JCDecaux faces in its own activities but also as a result of its business relationships (impacts in the upstream and downstream value chain).

Once the list of IRO to be assessed was established, the stakeholders to be consulted were defined.

The stakeholders consulted fall into the following categories:

- · Investors and the financial community
- Employees
- Suppliers
- Customers (cities, advertising agencies and procurement managers of public and private customers, transport)
- Consumers and end users (cities, citizens and users of furniture)
- Local communities and vulnerable populations (cities, NGOs)
- Public authority (*Autorité de Régulation Professionnelle de la Publicité -ARPP* (French Advertising Regulatory Authority)).

Many methods of dialogue have been developed by JCDecaux with its stakeholders. The invitation to participate in the Group's double materiality assessment reflects its commitment to its ecosystem, and its desire to consider the interests and points of view of all its stakeholders. Accordingly, all stakeholders were consulted on JCDecaux's entire range of sustainability topics.

The following criteria were used to select the persons invited to represent the stakeholders:

- The importance of the organisation for JCDecaux
- The scale of the organisation
- Knowledge of JCDecaux and its industry
- Maturity on sustainability topics.

⁽²⁾ Ethics and CSR Committee

⁽¹⁾ Directive (EU) 2022/2464 of the European Parliament and of the Council of 14 December 2022 amending Regulation (EU) No. 537/2014 and directives 2004/109/EC, 2006/43/EC and 2013/34/EC as regards corporate sustainability reporting.

Phase 2: Identification of Impacts, Risks and Opportunities and rating

As outlined in phase 1, each subject was described precisely so that internal and external stakeholders could assess its materiality. This description includes:

- A general description of the subject
- The positive or negative impacts that JCDecaux may have, wether actual or potential, related to the topic
- The financial risks that this subject represents for JCDecaux (risks associated with the impacts or dependencies)
- The financial opportunities that this topic represents for JCDecaux.

The identification of impacts, risks and opportunities (IRO) was carried out on the basis of the documents listed in Phase 1. JCDecaux identified the impacts for which it is responsible through its own activities or as a result of its business relationships, as well as through the value chain.

Synergies with the Group risk mapping were considered in developing rating scales. Scales for impact materiality and financial materiality were established on the following bases:

- The scales used by the Risk Department for the rating of Group risks
- The expertise of the Finance Department for the financial materiality rating scale
- The expertise of the Sustainability and Quality Department for the impact materiality rating scale
- The criteria defined in ESRS 1 chapters 3.4. and 3.5.

Financial and impact materiality assessments were collected from stakeholders through online questionnaires and interviews.

It is indicated at the beginning of the questionnaire and interview that, in accordance with chapter 6.4. of ESRS 1, the respondent must, for each

At the end of this work, 20 of the 37 pre-identified sustainability topics were assessed as material:

question, keep in mind that an impact, a risk or an opportunity may be short, medium or long-term, direct or indirect, actual or potential.

The materiality of a topic corresponds to the cross between its severity and its probability of occurrence. In accordance with Chapter 3.4. of ESRS 1, the materiality of actual negative impacts depends on severity while potential negative impacts depends on severity and the probability of occurrence. With regard to potential negative impacts on human rights, severity outweighs probability.

Phase 3: Consolidation, analysis and adjustment

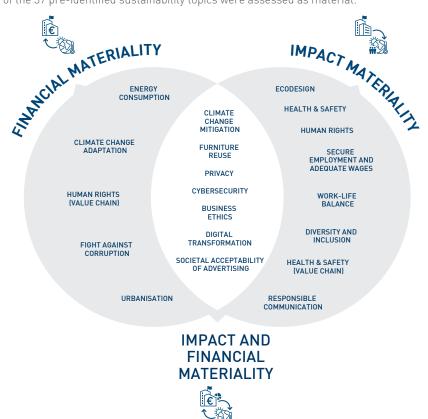
The responses to the questionnaires facilitated the rating of each IRO, resulting in material issues.

For each materiality aspect, the maximum possible score for a materiality topic is: the maximum importance score (4) x the maximum probability score (4) x number of responses.

A materiality scale has been defined by the Executive Board to determine the material IRO. Thus, in the first proposition, topics deemed "important" and "very important" on one or the other of the two axes are considered material.

The materiality of the impacts, risks and opportunities identified was assessed on a gross basis, without taking into account the policies or action plans implemented or being rolled out by the Group. The IRO were also assessed according to the short, medium and long-term time horizons as defined in the CSRD.

This procedure covers all of the Group's activities and geographical areas and takes into account the stakeholder consultations carried out as part of the double materiality assessment. This assessment was completed by internal experts, ensuring consistency with the Group's risk mapping, and relying on the Group's vigilance approach. Some issues close to the materiality threshold, and/or relating to a major ESG risk, have been included in the results. The Executive Board validated these results.



2

2.1.1.4.2. Material impacts, risks and opportunities, and their interaction with the strategy and the business model (SBM-3)

The double materiality assessment identified the following material impacts, risks and opportunities for the Group. The following table describes these IRO. All material impacts are short- and medium-term. For more information on the Group resilience analysis, please refer to section 2.1.2.1.1. Assessment of material impacts, risks and opportunities, and their interaction with the strategy and the business model (SBM-3 and IRO-1). For more detailed information on how material impacts affect (or, in the case of potential impacts, are likely to affect) the people or the environment, please refer to the corresponding thematic chapters.

(Impacts, risks and opportunities (IRO))

| Торіс | Type of IRO | Description | Upstream value chain | Our operations | Downstream value chain |
|--|-------------|--|-------------------------|-------------------|---------------------------|
| | Risk | Cost increase due to the rising regulatory pressure | х | х | |
| Climate change adaptation - E1 | Risk | Inability to operate or significant increase in operational costs (energy or raw materials) due to climate change disruptions | х | х | |
| Climate change mitigation - E1 | Risk | Reputational damage caused by inaction on climate change mitigation | | х | |
| | Impact | Carbon impact of our operations and our value chain | Х | Х | х |
| | Impact | Our contribution to sustainable mobility through our products and services | | | х |
| Energy consumption - E1 | Risk | Rising energy and production costs, particularly as a result of increasing energy regulations | х | х | |
| Eco design - E5 | Impact | Preservation of resources during the design of our products and services | х | х | |
| Furniture reuse - E5 | Opportunity | Cost savings generated by furniture reuse | | х | х |
| rumiture reuse - Eo | Impact | Preservation of resources generated by furniture reuse | | Х | х |
| Job security and adequate wages (workforce) - S1 | Impact | Preserving employees' employment and ensuring an adequate wage | | х | |
| Work-life balance (workforce) - S1 | Impact | Ensuring work-life balance | | х | |
| Health and safety (workforce) - S1 | Impact | Ensuring the health and safety of employees | | х | |
| Diversity and Inclusion (workforce) - S1 | Impact | Respect for diversity and inclusion within the Company | | х | |
| Human rights (workforce) - S1 | Impact | Respect for fundamental labour rights and human rights within the Company | | х | |
| Protection of personal | Impact | Protection of employee personal data | | х | |
| data (workforce) - S1 | Risk | Financial and reputational risk related to the disclosure of employee personal data | | х | |
| Health and safety (value chain) - S2 | Impact | Importance given to the health and safety of workers in the value chain | х | | |
| Human rights (value chain) - S2 | Risk | Failure to respect fundamental labour rights and workers' human rights in the value chain | х | | |
| | Risk | Financial and reputational risk related to non-compliance with international and local cybersecurity laws and regulations | | х | х |
| Cybersecurity - S4 | Risk | Financial and reputational risk related to the piracy of digital screens and/or digital content | | х | х |
| | Impact | Protection of consumer personal data | | | х |
| Responsible communication - S4 | Impact | JCDecaux's broadcasted campaigns that respect legal advertisement conditions | | | х |
| Business ethics - G1 | Risk | Financial and reputational risk in the event of non-compliance with international and local business ethics laws and regulations | | х | |
| | Impact | Respect of ethical conduct in the relationships with stakeholders | х | х | х |
| Fight against corruption - G1 | Risk | A financial and reputational risk generated by potential cases of corruption | | х | |

The aforementioned material IRO and their impacts on JCDecaux's strategy and business model are presented in the thematic sections of this sustainability statement.

The issues specific to the Company described below were also identified as material in the double materiality assessment.

(Impacts, risks and opportunities (IRO)

| Торіс | Type of IRO | Description | Upstream value chain | Our operations | Downstream value chain |
|---|-------------|---|-------------------------|-------------------|---------------------------|
| Societal acceptability of advertising displays | Risk | Risk of increased regulatory frameworks on advertising (00H and D00H) and disengagement of local authorities from JCDecaux's business model | | х | |
| | Impact | Development of useful services offered by advertising street furniture to increase its acceptability | | х | х |
| Urbanisation | Opportunity | Strengthening of JCDecaux's international development strategy thanks to the urbanisation of cities | | х | |
| Digital transformation | Opportunity | Acceleration of JCDecaux's sales through the development of digital solutions | | х | |
| | Impact | New digital services offered by JCDecaux to contribute to the digital transformation of urban spaces | | х | х |

Societal acceptability of advertising displays

While advertising is generally well accepted by consumers, the notion of its usefulness is sometimes disputed, in particular by anticonsumer or anti-advertising movements. This is partly due to the fact that consumers recognise that advertising has the power to influence their behaviour (62% in France, for example).⁽¹⁾

Risks for JCDecaux

- Restrictions, imposed by States and local authorities, on authorised DOOH in cities, sectors permitted to communicate in public spaces or the number of advertising spaces allowed
- Local authorities' mistrust of the JCDecaux business model
- Disengagement by advertiser customers when the acceptability of their messages is perceived as degraded.

In this context, JCDecaux acts to demonstrate the usefulness of the media and its business model, the transformative power of advertising, which can contribute to making environmentallyfriendly products and services desirable. It is also a lever for the development of new products and services in public spaces; the more useful the street furniture is in everyday life, the more accepted the advertising it disseminates will be.

Urbanisation

In 2023, approximately 57% of the world's population, or approximately 4.6 billion people, lived in urban areas. This percentage is expected to gradually increase to 60% by 2030 and 68% by 2050. Urbanisation will add an additional 2.5 billion people to cities by mid-century, mainly in Asia and Africa (World Bank) (Our World in Data) (Destatis).

Opportunities for JCDecaux

Urbanisation serves the strategy of JCDecaux, a useful and sustainable media for mobility; it is a growth lever for the Group, making it possible to reach a wider audience as the urban population increases.

Urbanisation is also an opportunity for JCDecaux, whose mission is to contribute to improving the quality of life in the city and in transport sites, which are natural extensions, through the deployment of useful services that meet the expectations of stakeholders.

Digital transformation

The digitalisation of the media and its advancements via AI lead to:

- Growing media fragmentation, despite the dominance of web, mobile and social media giants
- A proven and measured risk of fake news on social networks in particular
- A battle for advertising attention, at a time when the use of cookies on the web tends to reduce the precision of digital media targeting
- Increasing use of the planet's natural resources for the manufacture of personal connection devices
- Rising media competition, with advertisers and their advisors rethinking brand communication strategies.

In this context, JCDecaux is pursuing its strategy of selective digitisation of its inventory (DOOH), in a sustainable and reasoned approach, for the benefit of its stakeholders.

Digital technology also represents an opportunity for the development of new products and services in public spaces: connectivity, interactive systems, sensors, etc.

For more information, please refer to section of the Universal Registration Document : 1.2.4. A company committed to the digital transformation, all over the world.

2.1.1.5. Other ESG information (voluntary)

In line with the information disclosed in the 2023 Statement of Financial Performance, non-material information that does not meet the requirements of Article L. 233-28-4 of the French Commercial Code is presented below. It is excluded from the sustainability information certification report presented in the section Report on the certification of sustainability information and verification of the disclosure requirements under Article 8 of Regulation (EU) 2020/852 for the fiscal year ended 31 December 2024.

2.1.1.5.1. Promote responsible waste management

In 2024, JCDecaux's activity generated more than 21,778 tonnes of waste, including paper and PVC. With a target of zero landfill by 2035 (in countries with suitable facilities), waste management is one of the priorities of JCDecaux's environmental commitment. Its policy focuses particularly on the recycling of paper and PVC waste, the main types of waste sorted by JCDecaux.

Waste generated

| In tonnes | 2022 | 2023 | 2024 | CHANGE 2024 (<i>VS</i> 2023) |
|----------------------------------|--------|--------|----------|----------------------------------|
| Total waste generated | 17,446 | 18,718 | 21,778 | 16.3% |
| % recovered waste ^[1] | 85.2% | 96.0% | 96.6%[2] | |

The recovered waste rate includes all treatment methods except landfill.
 The percentage of recovered waste is 96.6% in adjusted data.

NB: Household waste and waste managed by subcontractors are not included in the total waste.

The practices associated with our various types of waste are regularly reviewed to improve their end-of-life recycling rate. Representing only 1.5% of total waste generated, JCDecaux also ensures that hazardous waste and WEEE (Waste of Electrical and Electronic Equipment) are treated in specialised channels.

Minimising the landfill of our waste

In order to clarify the requirements of its waste policy and to share the means of improving waste treatment from the supplier search stage, JCDecaux has published a Waste Management Manual intended for technical, operations and purchasing directors, as well as for the managers of the Group's various subsidiaries. It introduces a series of constraints and recommendations that will lead to adjustments to be managed by the teams concerned.

The Waste Management Manual thus defines the new indicators to be collected by the subsidiaries on SIA (Sustainability Information Analysis), the sustainable reporting tool, in order to be able to develop new action plans.

As part of the publication of the Manual, JCDecaux created a "waste community" with regional managers in order to ensure the proper dissemination and understanding of the technical elements of the strategy and to generate the ability to have an operational vision locally in the subsidiaries.

2.1.1.5.2. Encourage responsible water consumption

Although JCDecaux does not consume a great deal of water, it is essential at Group level to work for the reasoned management of this resource.

As the cleaning of furniture and vehicles represents the largest item of water consumption for JCDecaux, the methods used to clean street furniture and vehicles are regularly evaluated in order to reduce water use while maintaining optimal cleaning quality.

Among the various maintenance solutions for reduced water consumption, a new technique was developed in 2024 (1L / 1 Shelter) and is being rolled out, particularly in France for the maintenance of our bus shelters. This solution was rewarded and highlighted by an ESG award given during Sustainable Development Week.

To avoid using the municipal drinking water network, JCDecaux uses rainwater collected in two ways:

- Rainwater is collected on-site in tanks by agencies and transferred to reservoirs in field employees' vehicles to clean furniture
- In the furniture, rainwater collectors directly supply the water needed for their maintenance (*e.g.* Patrick Jouin toilets, display columns).

Rainwater furniture cleaning is one of the emblematic actions of JCDecaux, deployed quickly after the company's creation. In France, this measure has been in place for more than 20 years thanks to the tanks installed across the country. This enables the French subsidiary to be self-sufficient in water for the maintenance of its furniture, when rainfall permits and outside periods of water stress.

Water consumption

| In m³ | 2022 | 2023 | 2024 | CHANGE 2024 (<i>VS</i> 2023) |
|---|---------|---------|---------|-------------------------------------|
| Total water consumption ⁽¹⁾ | 103,886 | 117,031 | 119,764 | 2.3% |
| Rainwater consumption | 2,135 | 4,773 | 3,827 | (19.8%) |

(1) Water consumption billed

2.1.2. TOWARDS AN OPTIMISED ENVIRONMENTAL FOOTPRINT

2.1.2.1. Deploy an ambitious Climate Strategy targeting Net Zero (ESRS E1)

2.1.2.1.1. Assessment of material impacts, risks and opportunities, and their interaction with the strategy and the business model (SBM-3 and IRO-1)

The Group conducted an analysis focused on the pillars of climate change adaptation, climate change mitigation, and energy consumption.

The process of identifying climate-related IRO was part of the double materiality assessment process described in section 2.1.1.4.1. Procedure for identifying and assessing material impacts, risks and opportunities (IRO-1).

The list of the material IRO is presented in the following table:

| Горіс | Type of IRO | Description | Upstream value chain | Our operations | Downstream value chain |
|-----------------------------------|-------------|--|-------------------------|-------------------|---------------------------|
| Climate change adaptation - E1 | Risk | Cost increase due to the rising regulatory pressure | х | х | |
| | Risk | Inability to operate or significant increase in operational costs (energy or raw materials) due to climate change disruptions | х | х | |
| | Risk | Reputational damage caused by inaction on climate change mitigation | | х | |
| Climate change nitigation - E1 | Impact | Carbon impact of our operations and our value chain | х | х | х |
| | Impact | Our contribution to sustainable mobility through our products and services | | | х |
| nergy consumption - 1 | Risk | Rising energy and production costs, particularly as a result of increasing energy regulations | х | x | |

Climate change adaptation

JCDecaux may face climate-related physical risks that could impact its operations in the various countries where the Group operates. The Group's activities, as well as those of its value chain located in high-risk areas, are potentially exposed to various climate risks and their impacts, which may vary in frequency and intensity.

More specifically, in order to conduct its analysis on adaptation, the Group referred to the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) to classify climate risks and opportunities into two main categories:

- **Transition**: Risks and opportunities associated with the transition to a low-carbon economy.
- **Physical**: Risks and opportunities associated with the physical impacts of climate change.

In accordance with best practices on place, this analysis covered two time horizons: near-term (2030) and long-term (2050), and was based on three climate scenarios ("Representative Concentration Pathway" (RCP)) defined by the Intergovernmental Panel on Climate Change (IPCC):

- **1.5°C aggressive mitigation scenario (RCP2.6)**: Global collaboration to aggressively reduce emissions now to achieve Paris Agreement targets.
- 2.8°C trend scenario (RCP4.5): Fragmented regional efforts to reduce emissions, but not meeting Paris Agreement targets. Emissions continue to increase at a slowed pace.
- No climate action ~ 4°C (RCP8.5): Emissions continue to increase with no change in current policies, contributing minimally or not at all to the prevention of physical risks.

The Group's quantified impact on climate change related to the Group's greenhouse gas emissions is described in section 2.1.2.1.6. *Emissions throughout the value chain (E1-6).*

In accordance with the TCFD, the analysis carried out distinguishes between physical risks (extreme and chronic climate events), transition risks (legal and regulatory risks, market risks, technological risks and risks related to image and reputation), as well as transition opportunities (new markets, products and services, efficient use of resources, energy sources and resilience enhancement).

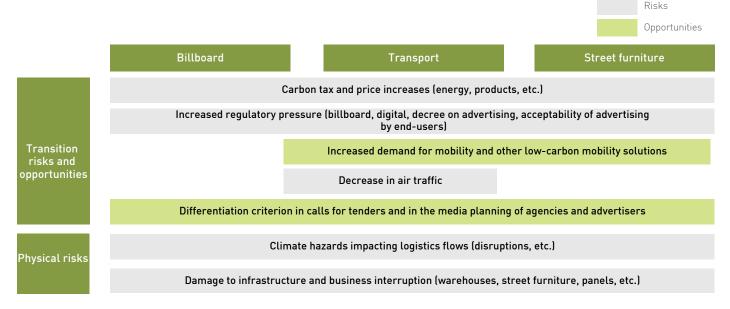
The TCFD analysis required the joint work of several key contributors within the company to identify and validate risks and opportunities. This approach is broken down into several stages:

- Identification of risks and opportunities through interviews with key stakeholders
- The assessment and prioritisation of risk and opportunity scenarios according to the results of the interviews
- Projections based on climate scenarios
- The definition and implementation of solutions to address and improve risk management to minimize the effects, and to adapt the set of proposals to meet the various scenarios.

For its analysis, JCDecaux considered all the geographical areas where the Group operates.

The results of this analysis were presented and approved by the Executive Board in December 2024.

The main risks and opportunities have been identified for the JCDecaux Group as a whole, and are presented as follows:



It should be noted that the results of this assessment are not definitive, and may change based on new data collected or changes in the study parameters, which could lead to adjustments in the final results.

Climate change mitigation

Aware of the climate emergency, JCDecaux is determined, alongside the brands, to accelerate the mobilisation of all citizens, national and local public stakeholders and partners to meet this major challenge, and thus make outdoor advertising a real accelerator of change towards more sustainable lifestyles.

The activities of the Group and its value chain have an impact on climate change mitigation in terms of greenhouse gas emissions.

In addition, through its business model, the Group's activities aligned with the EU's green taxonomy naturally cover services that are part of a global strategy to offer sustainable mobility, making a positive contribution to climate change mitigation.

Energy consumption

Rising energy and production costs, particularly as a result of increasing energy regulations, is a risk for the Group's own operations due to the consumption of our furniture, our offices and vehicles. The increase in costs in the upstream value chain may also have an impact on our operations.

2.1.2.1.2. Climate change: Our climate policies (E1-1 and E1-2)

JCDecaux has defined and rolled out policies and action plans to combat climate change in the following two areas:

Climate change mitigation

This policy aims to limit the impact of the Group's activities on climate change. To achieve this, JCDecaux relies mainly on its 2030 ESG Strategy and its Climate Strategy. Articulated around three fundamental principles - measure, reduce and contribute beyond its value chain - JCDecaux's Climate Strategy aims to achieve Net Zero Carbon by 2050 for scopes 1, 2 and 3 thanks to a trajectory of reduction aligned with science.

This strategy was developed through combined work between the Sustainability and Quality Department and the Research, Production and Operations Department (DGRPO), with the collaboration of ten Group subsidiaries. Various working groups have made it possible to integrate local challenges in the calculation of the carbon footprint and in the definition of the steps to reduce emissions. Each phase of this process was validated by the Executive Board.

In-depth communication was carried out with all subsidiaries to clarify the calculation methods, share the roadmap for reducing emissions, reaffirm the Company's public commitment and specify the local actions to be taken.

Climate change adaptation

This policy aims to identify, understand, assess and anticipate the effects of climate change on the Group's activities. JCDecaux strengthened the implementation of the TCFD recommendations, taking into account its strategic and operational specificities, presented in section 2.1.2.1.1. Assessment of material impacts, risks and opportunities, and their interaction with the strategy and the business model (SBM-3 and IRO-1).

With operations in more than 80 countries, JCDecaux is likely to see its activities impacted by the effects of climate change. However, the sizing of its street furniture to meet climate standards and conditions, their regular inspections, as well as the very wide geographical distribution of the Group's activities, combined with the fact that JCDecaux's assets are insured against the risks related to climate events, limit any significant financial risk. Global warming entails physical and transition risks for many sectors, including urban planning and urban infrastructure. Changes in climate variables such as temperature, precipitation, humidity and wind affect not only human and economic activities, but also urban infrastructure.

JCDecaux's adaptation policy aims to integrate climate change adaptation measures in all of its operations, from the design and manufacture of street furniture to its maintenance and end-of-life management. The main objectives of this policy are to minimise climate risks, maximise the resilience of our assets and support local authorities in their transition to more sustainable and resilient urban environments.

As the leader in street furniture, JCDecaux assesses climate risks in all the countries where it operates, by analysing both the vulnerability of street furniture over its contractual lifetime and of the construction and assembly sites, in order to facilitate the implementation of adaptation solutions.

2.1.2.1.3. Transition plan for climate change mitigation (E1-1)

Faced with various climate challenges, JCDecaux is firmly committed to taking concrete measures to mitigate or adapt to climate change. Aware of its responsibility as a global player in outdoor advertising, JCDecaux has developed ambitious and robust climate policies, integrated at the core of its business strategy. These are based on clear and measurable objectives and in particular on the reduction of its carbon footprint through investments in eco-efficient technologies to optimise the energy consumption of its equipment, the implementation of ecoresponsible operational practices, and close collaboration with local authorities and legislators to co-construct sustainable and innovative solutions.

| POLICY | OBJECTIVES | 2024 RESULTS | ACTION PLAN |
|---------------------------------|---|------------------------|---|
| | Reduce carbon emissions in absolute value by 72.8% on scopes 1 and 2 by 2030 (vs 2019) (market-based) | | Continued transition to LED Implementation of smart lighting on street furniture |
| Climate change mitigation | Reduce carbon emissions in absolute value by 90% on scopes 1 and 2 by 2050 (<i>vs</i> 2019) (market based) | [62.9%] ^[1] | Switching off at night Improving of building insulation Reduction of the ambient temperature Transition to alternative systems to the use of gas and fuel oil Fleet renewal and gradual transition to a low-emission vehicle fleet On-going eco-driving training Continued optimisation of rounds |
| | Reduce carbon emissions in absolute value by 46.2% on scope 3 by 2030 (vs 2019) (SBTi scope)* | | • Promote refurbished furniture and increase its deployment |
| | Reduce carbon emissions in absolute value by 90% on scope 3 by 2050 (<i>vs</i> 2019) | (20.5%) ^[2] | Focus on low-carbon materials in the design of our furniture and their use Integrate and monitor industry improvements: aluminium, steel, glass, electronics, paper Optimise employee commuting and business travel |

* The scope covers 92% of scope 3 in 2019 and includes emissions related to purchased goods and services, capital goods, fuel and energy related activities, business travel and employee commuting.

^[2] (21.4%) (in adjusted data)

JCDecaux has adopted a reduction trajectory based on scientific targets via the *Science-Based Targets Initiative* (SBTi^[11]). In June 2024, JCDecaux's carbon reduction targets were reviewed and validated by SBTi. The SBTi validation team confirmed that the near-term objectives for scopes 1 and 2 are in line with a trajectory of 1.5°C, and that the long-term objectives for scopes 1, 2 and 3 are aligned with mitigation trajectories of 1.5°C to achieve Net Zero Carbon by 2050. It should also be noted that JCDecaux is not excluded from the EU "Paris Agreement" indices, as no Group activity is excluded from the EU frameworks aligned with those of Paris.

In the near term, the Group aims to achieve a 72.8% reduction in absolute GHG emissions on scopes 1 and 2 (market-based) by 2030 compared to the 2019 baseline year, while maintaining a 100% annual renewable electricity supply until 2030. In addition, JCDecaux is committed to reducing absolute GHG emissions in scope 3 by 46.2%, including purchased goods and services, capital goods, fuel and energy related activities, and business travel and employee commuting during the same period. In the long term, the Group is aiming for a 90% reduction in absolute GHG emissions on scopes 1, 2 and 3 by 2050 compared to 2019, and will continue to cover 100% of electricity from renewable sources each year. 2019 is a representative year of the Group's usual activity. The choice of a pre-pandemic year ensures that the emission reduction baseline is aligned with the company's typical operation, thus providing a more accurate reflection of its historical carbon footprint. The trajectory covers 92% of scope 3 emissions in 2030, in compliance with SBTI criteria.

Consideration of stakeholders

For several years, JCDecaux has been investing in reducing its carbon footprint throughout its value chain, in accordance with its Climate Strategy, designed and updated taking into account the expectations of its stakeholders, as described in chapter 2.1.1.3.2. An active dialogue with our stakeholders (SBM-2).

The climate initiatives include the expectations of several stakeholder groups detailed below:

- Citizens and Cities: cities, in full expansion, are increasingly vulnerable to climate risks and play a crucial role in the ecological transition. JCDecaux works with several cities that have committed to halving their emissions by 2030 and achieving carbon neutrality by 2050. New solutions are emerging to improve urban resilience: pollution sensors, extreme climate event alerts, promotion of urban biodiversity (for example: greening of street furniture), improvement of air quality, fight against urban heat islands, etc.
- Brands: more than a third of large listed companies have adopted carbon neutrality targets. These companies communicate their requirements to their suppliers, including JCDecaux, in the search for innovative solutions to reduce their carbon footprint.
- Investors: Investors expect JCDecaux to remain a leading player in sustainability issues, in particular through the implementation of its Climate Strategy.

Group Climate Strategy Governance and steering

JCDecaux's Climate Strategy and the associated action plans are defined and approved by the Executive Board. In addition, part of the directors' variable compensation is now linked to the achievement of ESG objectives, thus strengthening the Group's commitment to the fight against climate change.

In order to operationalise its Climate Strategy, deploy and enhance its transition plan, but also to validate certain strategic decisions, JCDecaux has set up a Climate Committee composed of the Sustainability and Quality Department, the Research & Development Department, as well as the International Operations Department. Depending on the topics covered, this Committee is extended to other strategic departments such as the Purchasing Department or the International Projects Department. In 2024, it met five times to discuss governance, the roadmap, improving measurement and low-carbon furniture.

Action levers for climate change mitigation

Launched in 2022, the Group's climate change mitigation policy is based on two major areas:

- Reducing emissions in the Group's operations: with a presence in more than 80 countries, JCDecaux operates a fleet of more than 800,000 street furniture and has a fleet of more than 4,900 vehicles, mainly used for servicing, display, maintenance and furniture transportation. The electricity consumption of furniture and vehicle fuel are the Group's main sources of carbon emissions in scopes 1 and 2.
- Reducing emissions throughout the value chain: JCDecaux assesses its indirect environmental footprint by measuring its emissions on scope 3, which represents 90% (market-based) and 54% (location-based) of total GHG emissions of the Group, with 42% of emissions related to furniture deployed. JCDecaux is committed to acting both upstream and downstream of its value chain, to reduce or avoid carbon emissions. The levers associated with reducing the emissions of our furniture depend heavily on close collaboration with cities.

JCDecaux's reduction trajectory is thus based on internal levers as well as on exogenous factors.

⁽¹⁾ The Science Based Targets initiative, also known as the SBT initiative or SBTi, is a partnership between CDP, the United Nations Global Compact, the World Resources Institute and the World Wide Fund for Nature which encourages companies to commit to targets reducing greenhouse gas emissions compatible with the objective of 1.5° C maximum warming.

The main action levers are described in the following table:

| Category | Definition for JCDecaux | Main levers identified in our value chain | Factor | Reduction target to 2030 (in % compared to 2019) |
|--|--|---|----------|---|
| | Vehicles | Transition to a zero or low emissions fleet | Internal | |
| | Emissions related to the fuel consumption of our vehicles during logistics rounds | Energy-saving actions: eco-driving, optimisation of logistics rounds, etc. | Internal | (49%) |
| | Buildings Emissions related to the energy and | Transition to alternative systems to the use of gas or fuel oil: biogas, heat pump, etc. | Internal | [30%] |
| | electricity consumption of buildings | Energy efficiency actions: temperature modulation, insulation, lighting management, etc. | Internal | [30%] |
| Energy | Furniture Emissions related to the electricity | Selection and deployment of the most efficient technologies and screens from an environmental point of view: LED lighting, motorisation of roll-downs, screen size | Internal | (5%) |
| | consumption of the furniture we operate | Energy-saving measures: switching off, dimming, automatic modulation of light intensity, etc. | Internal | |
| | | Purchase of renewable electricity (market-based) | Internal | (60%) |
| transportation Indirect emissions production and tra fuel and energy pu | Energy production and transportation Indirect emissions related to the production and transportation of fuel and energy purchased and consumed by the company | Indirect impact of energy efficiency actions and energy sourcing | Internal | (63%) |
| Emic | Furniture Emissions related to the production | Intensification of the promotion and deployment of refurbished and ecodesigned furniture | Internal | [46%] |
| Raw materials and design | of furniture deployed during the year (extraction, manufacturing) | Integration and monitoring of improvements in the raw materials industries involved in the manufacture of our furniture (aluminium, steel, glass, etc.) | External | |
| | Posting Emissions related to the use | Transition to less carbon-intensive alternative solutions (PVC-free canvases, etc.) | Internal | |
| | of posters (paper, canvases, stickers, etc.) | Integration and monitoring of improvements in the paper industry and led by our suppliers | External | |
| Services | Maintenance Emissions related to the production of maintenance parts used during the year | Integration and monitoring of improvements led by our suppliers | External | (39%) |
| | Purchasing, subcontracting and other expenses | Integration and monitoring of improvements led by our subcontractors | External | |
| | Emissions related to the provision of subcontracting services and other company expenses (equipment, vehicles, IT, etc.) | Integration of ESG criteria in the choice of suppliers / subcontractors as part of a responsible purchasing policy | Internal | |
| Employee | Travel | Gradual reduction in kilometres travelled (home office, carpooling, etc.) | Internal | |
| Employee travel | Emissions related to the distances travelled daily by our employees to get to work and for business travel | Changes in transportation modes in favour of more virtuous ones (public transport, bicycles, electric vehicles, train, etc.) | Internal | [47%] |

The transition plan is now integrated in the Group's ESG budgeting process, thus aligning fully with financial planning procedures. Extra-financial issues are integrated in the Company's concerns, in particular through the incorporation of ESG risk assessment criteria, including climate issues, in the planning and investment processes.

During the annual budget process, each country provides its carbon reduction targets for year N+1 and for 2030, the operational indicators for monitoring action plans and the associated financial needs for scopes 1 and 2.

Alongside the budget sessions, working groups were launched with the Group's most emissive countries in 2024 to support them in their emission reduction plans and to develop accessible tools to estimate the financial resources needed to achieve the Group reduction targets. These sessions also aim to define operational indicators to monitor scope 3. Once approved at the entity level, the financial and extra-financial plans are presented jointly by the Group Chief Executive Officers and by the Regional and/or Country Chief Financial Officers, during the annual budget sessions, to the members of the Executive Board.

The measures adopted in the transition plan are integrated in the Group's overall strategy. They were presented to the Executive Board and the Supervisory Board for approval.

It should be noted that given the already high ratios of our activities, no objectives for aligning our economic activities with the European Green taxonomy, on any of the key performance indicators (revenus, CapEx and OpEx), has been defined yet. These indicators will be considered and integrated in our strategy to ensure an effective and measurable transition to a sustainable economy.

2.1.2.1.4. Actions and targets related to climate change mitigation and adaptation (E1-3 and E1-4)

In order to achieve its GHG reduction targets, JCDecaux has implemented specific action plans within its operations and its upstream and downstream value chain.

Reduce our operations' carbon emissions

The main sources of JCDecaux's greenhouse gas emissions are related to the electricity consumption of its furniture (97% of scope 2 emissions location-based) and the fuel consumption of its vehicles (85% of scope 1 emissions).

Reduce vehicle carbon emissions

| OBJECTIVES | INDICATORS | 2024 RESULTS |
|---|---|--------------|
| 49% reduction in vehicle carbon emissions by 2030 | % reduction in vehicle carbon emissions (vs 2019) | (30.0%)* |
| * (31.2%) in adjusted data | | |

As part of its Climate trajectory, JCDecaux has set an ambitious target of reducing the carbon emissions of its vehicles linked to fuel consumption by 49% by 2030 compared to 2019. In 2024, the Group achieved a reduction of 30%. Vehicles account for nearly 12% of the Group's annual energy consumption, and to reduce this share, JCDecaux has implemented several actions:

- Transition to electric and hybrid vehicles: JCDecaux favours the selection of zero or low-emission vehicles, such as electric, hybrid, LPG, CNG, and flexifuel vehicles, as well as more compact vehicles such as cargo bikes and electric scooters. A pilot project is underway in the Netherlands for the maintenance of street furniture in the municipality of Amsterdam with compact electric vehicles, and in Paris, the maintenance teams of the new toilets now circulate by cargo bike.
- In 2024, the share of low-emission vehicles increased to 33% of the total fleet (vs. 26% in 2023). In addition, in 2024, investments related to vehicles aligned with the Taxonomy represented €7 million, up 40% compared to 2023. This is mainly due to the acceleration of the gradual transition to a low-emission vehicle fleet, particularly in France and Germany.
- Eco-driving: Since 2006, JCDecaux has offered an eco-driving programme to its employees with company vehicles. This programme, renewed regularly, aims to adopt a smoother driving style to reduce fuel consumption and the number of accidents. In 2024, eco-driving was rolled out in 69% of the Group's countries.
- Travel optimisation: JCDecaux continually optimises travel related to the operation of furniture. Cleaning, maintenance and posting schedules are organised and revised on a regular basis to optimise travel times and fuel consumption.

Reduce carbon emissions related to the electricity consumption of furniture

| OBJECTIVES | INDICATORS | 2024 RESULTS |
|--|--|--------------|
| 5% reduction in carbon emissions (location-based) related to the electricity consumption of furniture in absolute value by 2030 (vs 2019) ⁽¹⁾ | % reduction in carbon emissions (location-based) related to the electricity consumption of furniture in absolute value (vs 2019) | (37.2%)* |

* (38.1%) in adjusted data

Our furniture represents 83% of our annual energy consumption. The Group is also committed to reducing the electricity consumption of its street furniture fleet through concrete actions, while continuing the digital transformation of its activities.

In 2024, JCDecaux achieved a 37.2% reduction in carbon emissions (location-based) related to the electricity consumption of its furniture in absolute terms compared to 2019, and 2.6% compared to the previous period.

To meet these goals JCDecaux has defined lighting standards based on the use of LED technology for its analogue furniture, whether new or already installed. Consumption thresholds have been established in terms of power, intensity and light uniformity, adapted to each family of furniture. In 2023, all Group countries had a plan to equip their street furniture fleet with LED lighting.

JCDecaux is also deploying solutions to reduce light intensity (such as dimming and presence detectors) and is gradually installing programming and control technologies for the temporary switching off of furniture lighting. For example, in countries subject to night switch-off regulations (France, Germany, etc.), all furniture is equipped with this type of device to adapt to these requirements. Thanks to these innovations, JCDecaux has succeeded in reducing the electricity consumption of its 2 m² analogue furniture by 60% over the last 10 years^[2].

To limit electricity consumption, digital furniture is installed in a reasoned manner according to a selective strategy. The screens are selected according to strict criteria of quality, energy efficiency and lifespan. JCDecaux's screens incorporate a sensor that automatically adapts the screen's brightness to the ambient light (a feature that is widespread throughout the Group that optimises electricity consumption while guaranteeing optimal visual results). Thus, over the last 10 years, JCDecaux has reduced the consumption of its Outdoor digital LCD screens by 45% on average ^[3].

We have also set a goal of 10% reduction in carbon emissions (location-based) related to the electricity consumption of furniture/ m² of advertising panel by 2030 (*vs* 2019).

Reduce carbon emissions related to the energy consumption of buildings

| OBJECTIVES | INDICATORS | 2024 RESULTS |
|--|---|--------------|
| 30% reduction in carbon emissions related to the energy consumption of buildings by 2030 (vs 2019) | % reduction in carbon emissions related to the energy consumption of buildings | (31.6%)* |

* (34.4%) in adjusted data

Reducing the energy consumption of buildings is one of the items identified as part of our SBTi reduction trajectory. Actions such as the switch to LED lighting in buildings, reinforcement of insulation, equipment with Building Automation and Control Systems (BACS) and the change of heating mode will be gradually strengthened, consistent with the Group's reduction trajectory. In 2024, investments related to buildings aligned with the Taxonomy represented €17.4 million, up by €16.7 million compared to 2023. This is mainly due to the acquisition of buildings in Germany and Austria, meeting various criteria of good energy performance.

Maintain 100% coverage of our electricity consumption via renewable energy

| OBJECTIVES | INDICATORS | 2024 RESULTS |
|---|---|--------------|
| 100% of electricity consumption covered by renewable electricity (annually) | % of electricity consumption covered by renewable electricity | 100% |

Since 2022, JCDecaux has covered 100% of its electricity consumption with electricity from renewable sources, in accordance with the Group's commitment made in 2014 and renewed in 2019 when it joined the RE100. By committing to certain renewable electricity producers over several years, JCDecaux continues to support a sustainable energy transition.

The Group complies with the strict technical criteria of the RE100 and its developments, by considering, among other things, five sources of renewable electricity (wind, solar, geothermal, hydroelectric and biomass), the location in the country / consumption market when possible and the 15-year limit for eligible power plants.

In 2024, 80% of the volumes purchased went through the Group to fulfil its commitment, and 20% were hedged locally by the subsidiaries. In France, JCDecaux has signed a physical PPA (Power Purchase Agreement) for 20 years to supply approximately 20% of its electricity consumption for effective application from January 2025.

⁽³⁾ Consumption of new equipment thanks to local dimming, automatic modulation, and switching off from 1 a.m. to 6 a.m.

⁽¹⁾ At constant scope and pace of digital deployment.

^[2] Consumption of new equipment thanks to LED, with dimming from 10 p.m. to 1 a.m. and switching off from 1 a.m. to 6 a.m. (vs reference year 2013 with LED technology)

its GHG emissions.

location-based.

In addition, JCDecaux is also stepping up its efforts in energy

management, resulting for certain subsidiaries by obtaining ISO

50001 certification. The ISO 50001 standard, focused on energy efficiency and the reduction of energy consumption, is a crucial

lever for JCDecaux to optimise its energy performance and reduce

The action plan put in place aims to reduce the scope 3 emissions

in the categories of purchased goods and services, capital goods, fuel and energy related activities, business travel and employee

commuting by JCDecaux employees. These emissions represent a

significant portion of the Group's total greenhouse gas (GHG)

emissions, contributing up to 90% in market-based, and 54% in

Deploy an Environmental and Energy Management System

In 2024, JCDecaux continued its efforts to estimate, reduce and control its environmental impacts, while harmonising practices throughout the Group. The roll-out of ISO 14001 certification in the subsidiaries is a way of formalising and structuring the environmental management of its activities. The total number of countries certified is 16, representing 67% of the Group's total revenue.

Reduce emissions throughout our value chain

For a company like JCDecaux, which operates on a global scale, understanding and managing these emissions is essential for a comprehensive and sustainable approach to the fight against climate change.

JCDecaux assesses its indirect environmental footprint by measuring its emissions on scope 3. In 2024, there were no significant changes in the perimeter or scope 3 reporting protocol.

Furniture

| OBJECTIVES | INDICATORS | 2024 RESULTS |
|--|--|--------------|
| 46% reduction in carbon emissions related to the manufacture of furniture deployed during the year by 2030 (vs 2019) | % reduction in carbon emissions related to the manufacture of furniture deployed during the year (vs 2019) | (22.1%)* |

* (20%) in adjusted data

In order to reduce scope 3 emissions related to the manufacture of its furniture, representing 42% of scope 3 carbon emissions, JCDecaux plans on one hand to accelerate the promotion and deployment of refurbished furniture and on the other hand to develop and install low carbon assets.

This will not be possible without the integration of robust ESG criteria in public and private markets and the more systematic choice of low-carbon solutions.

Also, by incorporating more demanding ESG criteria in its purchases, in particular for furniture, by developing strategic partnerships and promoting low-carbon furniture, JCDecaux will be able to both achieve its decarbonisation objectives and stimulate the transition in the sector.

Promotion of refurbished furniture:

Refurbished furniture can reduce emissions and costs by up to 70% compared to the manufacture of new furniture. By 2030, refurbished furniture could represent 50% of all non-digital assets deployed. Achievement of this objective will depend on the willingness of public and private customers to favour refurbished furniture.

In 2024, the JCDecaux teams worked on improving the monitoring of the types of street furniture deployed, in order to be able to integrate their data more precisely into the carbon measurement, and developed tools enabling the Group's subsidiaries to explain and promote the refurbishment process to their customers. These initiatives are part of JCDecaux's ongoing commitment to increase the reliability of its carbon footprint, reduce it and promote sustainable practices throughout its value chain. • Promotion of furniture made from low-carbon materials:

The Group has set a target that by 2030 low-carbon materials will be used in the composition of new furniture (excluding renovated furniture), for 70% of the furniture deployed during the year. To do this, JCDecaux intends to work on its existing designs but also to develop new "low-carbon" furniture such as wooden shelters and upcycled shelters. Achievement of this objective will depend on the willingness of public and private public and private procurement institutions to favour this type of solution.

JCDecaux also includes in its trajectory the decarbonisation efforts of the raw materials industries which are used in its JCDecaux's street furniture (aluminium, steel, glass, electronics and paper). These efforts mainly aim to reduce the carbon impact by improving the energy efficiency and reducing the carbon intensity of these materials.

In 2024, a working group was set up to identify priority materials, define the associated purchasing strategy and establish preferred furniture designs. Furniture emissions decreased by 9.8% vs 2023, mainly thanks to the deployment of certain less emitting designs for bus shelters and MUPI.

Business travel

| INDICATORS | 2024 RESULTS |
|---|--|
| % reduction in carbon emissions related to business travel and employee commuting (vs 2019) | (43.7%)* |
| | % reduction in carbon emissions related to business travel and |

* (46.5%) in adjusted data

JCDecaux also relies on the reduction of carbon emissions related to employee commuting and business travel to reduce its scope 3 emissions. JCDecaux has set two objectives for 2030:

- Reduce employee commuting distances (km) by 40% (vs 2019)
- Reduce the business travel distances travelled (km) by employees for business travel by 30% (vs 2019).

In 2024, a new survey on employee commuting between home and work was carried out in several Group countries in order to update the associated carbon measurement but also to be able to identify from 2025 the most approproate actions, depending on the accessibility of the sites via public transport.

Emission reductions beyond the value chain

Until 2050, the contribution to carbon neutralisation is voluntary.

The financing of carbon reduction projects is done outside the Group's value chain, without being taken into account in the achievement of climate objectives.

From 2050, after achieving the long-term targets to reduce emissions to a residual level in accordance with the 1.5°C limit, carbon neutralisation and permanent storage will be required to achieve Net Zero, in accordance with SBTi commitments of JCDecaux.

Climate change adaptation actions

JCDecaux adopts a proactive and strategic approach to address the challenges posed by climate change. The Group's action plan is based on several key areas aimed at strengthening the resilience of its infrastructures, proactively managing climate risks, adapting its operational and mobility strategies, training and raising awareness among stakeholders, and ensuring continuous monitoring and assessment of climate impacts.

JCDecaux's action plan is based on the following three pillars:

• Strengthening infrastructure resilience: JCDecaux is committed to incorporating sustainability and climate resistance criteria into the design and maintenance of its assets. This includes the use of weather-resistant materials, the design of furniture that can withstand extreme weather conditions, and the improvement of fastening systems to minimise damage from high winds, floods or heat waves. To achieve these objectives, initiatives such as carpooling (for example, *via* platforms such as BlaBlaCar Daily) are also promoted in order to reduce emissions per passenger and facilitate access to sites less accessible to public transport. The use of home office, applicable to office staff due to our activities, also makes it possible to limit employee commuting when feasible. These action levers made it possible to achieve a significant reduction in these emissions in 2024 (45% compared to 2023).

Business travel was voluntarily reduced, which led to a 13.4% decrease in these emissions compared to 2023.

In addition to efforts to reduce near- and long-term emissions, some Group subsidiaries voluntarily support projects through carbon credits that provide quantifiable benefits for the climate, as well as co-benefits for people and nature.

The actions and targets to neutralise emissions will be gradually developed and implemented in the coming years, in order to guarantee the achievement of the Group's climate objectives.

- Proactive management of climate risks: The Group will implement a proactive climate risk management program based on an analysis of the risks specific to each geographical area of activity. This approach will make it possible to prioritise adaptation actions where exposure to climate risks is highest. JCDecaux will carry out regular audits of operating sites to identify vulnerabilities and implement action plans to reduce the risks identified.
- Ongoing monitoring and evaluation: To ensure an effective and agile response to climate change, JCDecaux will set up continuous monitoring systems for weather conditions and climate impacts on its assets. Performance indicators related to climate resilience will be integrated in management processes in order to assess the effectiveness of adaptation measures and adjust strategies according to new climate data.

2.1.2.1.5. Energy consumption and energy mix (E1-5)

| Energy consumption and energy mix (in MWh) | 2023 | 2024 |
|---|---------|---------|
| Total fossil energy consumption | 95,923 | 89,761 |
| Share of fossil sources in total energy consumption | 14.7% | 14.2% |
| Fuel consumption from renewable sources | 1,956 | 2,898 |
| Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources | 553,561 | 539,071 |
| Total renewable energy consumption | 555,517 | 541,969 |
| Share of renewable sources in total energy consumption | 85.3% | 85.8% |
| TOTAL ENERGY CONSUMPTION* | 651,439 | 631,730 |

* 664,847 MWh in adjusted data

In 2024, total energy consumption decreased by 3.0% compared to 2023, from 651,439 MWh to 631,730 MWh, mainly due to the decrease in the consumption of electricity, heat, steam and cooling ([3%]) and in fossil energy consumption ([6%]).

2.1.2.1.6. Emissions throughout the value chain (E1-6)

Measurement of the Group's carbon emissions

JCDecaux measures its greenhouse gas emissions (GHG) which consists of converting activity data into CO_2 equivalent according to international standards (GHG Protocol)^[1]. This measurement covers the entire value chain of the Group (scopes 1, 2 and 3) and relies, as far as possible, on emission factors specific to its business and its furniture.

Scope 1 represents the sum of direct emissions caused by the combustion of fossil fuels (gasoline, natural gas, fuel oil, etc.) by vehicles and buildings. Scope 2 represents indirect emissions coming from electricity consumption and urban heating. The emission factors by country published by the IEA (International Energy Agency) are used to calculate electricity consumption emissions.

The methodology for calculating "market-based" emissions is carried out using national emission factors, in order to guarantee a homogeneous calculation across all our regions, as the emission factors of the residual mix are not systematically available.

JCDecaux has set up a continuous improvement process to make this measurement more reliable and gradually reduce the monetary emission factors used in Scope 3 and the associated levels of uncertainty. The Group's carbon footprint (scopes 1, 2 and 3) was audited by our sustainability auditor.

🕫 Created in 1998, the GHG Protocol presents a certain number of rules and standards to govern the identification, calculation and declaration of the six main greenhouse gases.

Total GHG emissions (KtCO₂eq)

| In KtCO₂eq | | ective data 5 data) | Milestones and target years (IFRS data) | | | | |
|--|-------------------|------------------------|--|---------------------------------------|-------|-------|------------------------------------|
| | 2019 Base year | 2023 | 2024 | % change 2024 (<i>vs</i> 2023) | 2030 | 2050 | % change 2024 (<i>vs</i> 2019) |
| Scope 1 GHG emissions | | | | | | | |
| Gross scope 1 GHG emissions | 28.5 | 22.3 | 20.9 | (6.2%) | (44%) | (90%) | (26.4%) |
| Scope 2 GHG emissions | | | | | | | |
| Gross Scope 2 GHG emissions location-based ^[1] | 224.9 | 144.2 | 140.8 | (2.3%) | | | (37.4%) |
| Gross Scope 2 GHG emissions market-based ^[2] | 30.0 | 0.9 | 0.7 | (18.5%) | (97%) | (97%) | (97.5%) |
| Significant Scope 3 GHG emissions ⁽³⁾ | | | | | | | |
| Total gross indirect GHG emissions (scope 3) | 239.8 | 210.3 | 190.6 | (9.4%) | | | (20.5%) |
| 1. Purchased goods and services | 59.1 | 45.8 | 47.9 | +4.7% | (39%) | (90%) | (19.0%) |
| 2. Capital goods | 103.5 | 99.4 | 80.7 | (9.8%) | (46%) | (90%) | (22.1%) |
| 3. Fuel and energy related activities (not included in scopes 1 or 2) | 25.0 | 25.4 | 24.5 | (1.8%) | (63%) | (90%) | (3.3%) |
| 4. Upstream transportation and distribution | 12.8 | 13.0 | 12.7 | (1.7%) | | | (0.1%) |
| 5. Waste generated in operations | 1.2 | 1.2 | 1.2 | (1.5%) | | | (0.1%) |
| 6. Business travel | 6.1 | 5.3 | 4.6 | (13.4%) | (56%) | (90%) | (24.8%) |
| 7. Employee commuting | 23.5 | 22 | 12.1 | (45%) | (44%) | (90%) | (48.6%) |
| 15. Investments | 8.6 | 8.3 | 6.9 | (17.2%) | | | (20.3%) |
| TOTAL GHG EMISSIONS SCOPES 1, 2, 3: | | | | | | | |
| TOTAL GHG EMISSIONS (LOCATION-BASED) | 493.2 | 376.8 | 352.2 | (6.5%) | | | (28.6%) |
| TOTAL GHG EMISSIONS (MARKET-BASED) | 298.3 | 233.5 | 212.2 | (9.1%) | | | (28.9%) |

The percentage of emissions calculated using primary data obtained from suppliers or other value chain partners was 35.1% in 2024.

A portion of the print media of advertising campaigns included in the goods and services purchased is calculated based on supplier data. The capital goods purchased by the Group for the subsidiaries are calculated based on the detailed nomenclature (life cycle inventory) of each design.

Most of the activity data used to calculate business travel and employee commuting comes from primary data reported by travel platforms and employee surveys. However, the use of emission factors from external databases does not make it possible to include the results of these emissions obtained in the percentage.

GHG intensity per net revenue (tCO₂eq/€m)

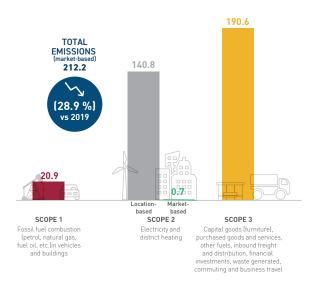
| GHG intensity per net revenue (tC0₂ eq/€m) | 2023 | 2024 | Change 2024 (vs 2023) |
|--|-------|------|--------------------------|
| Total GHG emissions (location-based) per net revenue | 121.4 | 97.0 | (20.0%) |
| Total GHG emissions (market-based) per net revenue | 72.7 | 58.4 | (19.8%) |

The above indicators have been calculated with the consolidated net revenue mentioned in the financial statements (see 5. Financial and accounting information).

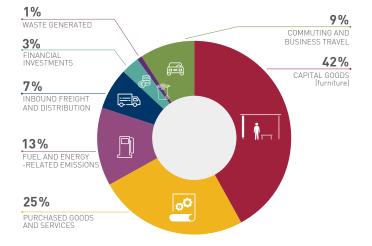
The decrease in total GHG emissions per net revenue between 2023 and 2024 shows a significant improvement in the Company's carbon efficiency, meaning that in 2024, JCDecaux emitted fewer greenhouse gases per million euros in revenue compared to 2023.

⁽³⁾ Categories S3.8 to S3.14 are not applicable to the Group's business.

 ^{(1) &}quot;Location-based": CO2 emissions related to electricity consumption, using emission factors related to the average electricity mix of the country in which the Company is located.
 (2) "Market-based": Scope 2 emissions from which emissions covered by certificates of renewable origin are deducted. The methodology for calculating "market-based" emissions is carried out using national emission factors, in order to guarantee a homogeneous calculation across all our regions, as the emission factors of the residual mix are not systematically available.



2024 breakdown of greenhouse gas emissions by scope (KTEQ CO₂)



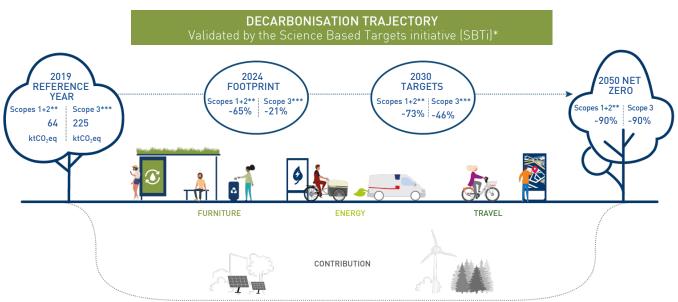
2024 breakdown of Scope 3 greenhouse gas emissions

FOCUS "SBTi TRAJECTORY"

JCDecaux has adopted a reduction trajectory based on scientific targets via the Science-Based Targets Initiative (SBTi).

In June 2024, JCDecaux's carbon reduction targets were reviewed and validated by the SBTi. The SBTi validation team confirmed that the near-term objectives for scopes 1 and 2 are in line with a trajectory of 1.5° C, and that the long-term objectives for scopes 1, 2 and 3 are aligned with mitigation trajectories of 1.5° C to achieve Net Zero Carbon by 2050.

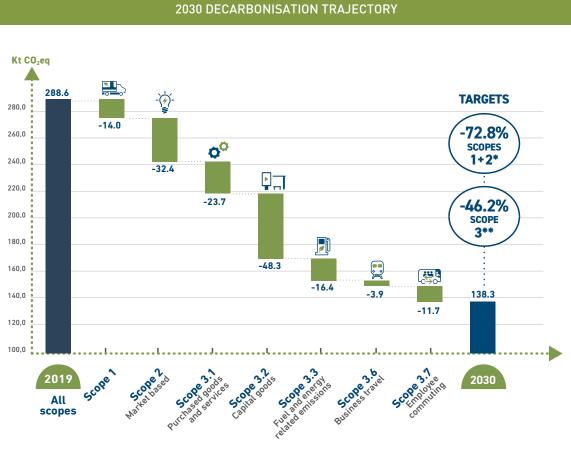
The Group's emission reduction trajectory validated by the SBTi is provided below in adjusted data (cf. ESRS 2 BP1 concerning the information explaining the transition between the IFRS scope and the Adjusted scope).



*Trajectory audited by an independent third party **Market-based

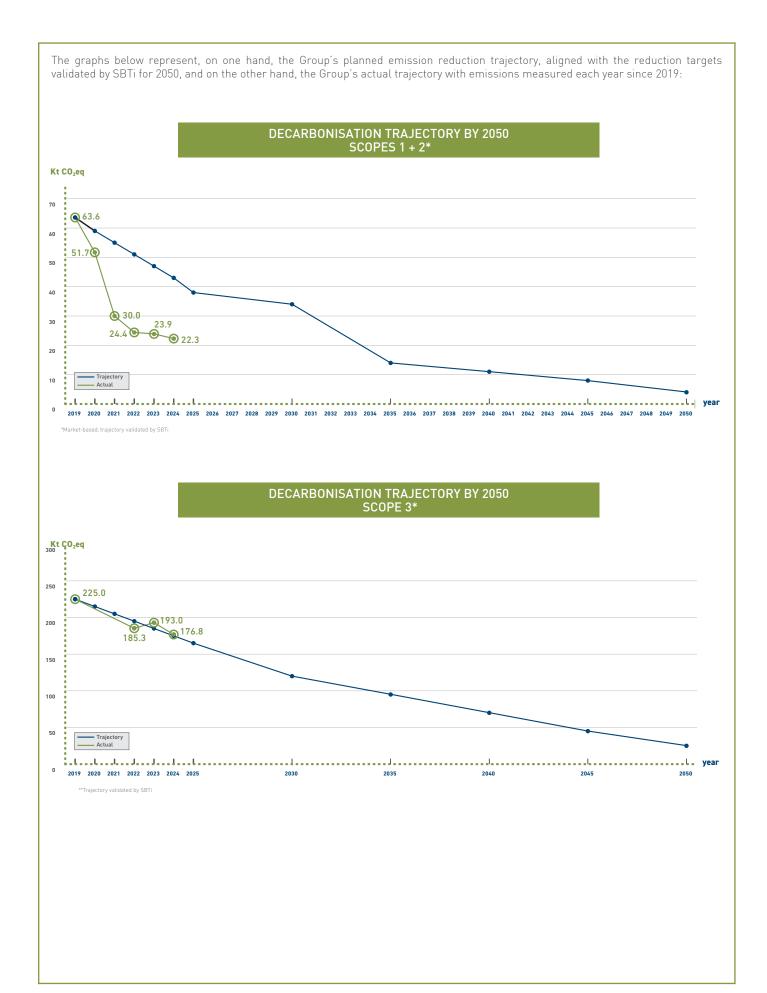
***Within a perimeter covering at a minimum 92% of Group scope 3 emissions

The graph below shows the Group's near and long-term emission reduction targets with a breakdown of reduction efforts according to the scopes and subscopes to which the Group is committed:



*Market-based

**Within a perimeter covering at a minimum 92% of Group scope 3 emissions



| In KtCO₂eq | Retrospective data (in adjusted data) | | | | Milestones and target years (in adjusted data) | | |
|---|--|-------|-------|-------------------------------|---|-------|----------------------------|
| | Base year 2019 | 2023 | 2024 | % change 2024 (vs 2023) | 2030 | 2050 | % change 2024 (vs 2019) |
| Scope 1 GHG emissions | | | | | | | |
| Gross scope 1 GHG emissions | 30.1 | 23.0 | 21.6 | (5.7%) | (44%) | (90%) | [28.0%] |
| Scope 2 GHG emissions | | | | | | | |
| Gross Scope 2 GHG emissions location-based ^[1] | 251.8 | 161.4 | 155.1 | (3.9%) | | | [38.4%] |
| Gross Scope 2 GHG emissions market-based ^[2] | 33.5 | 0.9 | 0.7 | (18.8%) | (97%) | (97%) | [97.8%] |
| Significant Scope 3 GHG emissions ^[3] | | | | | | | |
| Total gross indirect GHG emissions (scope 3) | 243.2 | 215.6 | 197.7 | (8.3%) | | | (18.7%) |
| 1. Purchased goods and services | 60.9 | 47.7 | 50.1 | +4.8% | (39%) | (90%) | [17.8%] |
| 2. Capital goods | 104.8 | 90.3 | 83.9 | (7.0%) | (46%) | (90%) | [19.9%] |
| 3. Fuel and energy related activities (not included in scopes 1 or 2) | 26.1 | 26.7 | 25.0 | [6.4%] | (63%) | (90%) | (4.1%) |
| 4. Upstream transportation and distribution | 13.3 | 13.6 | 13.5 | (0.9%) | | (90%) | +1.5% |
| 5. Waste generated in operations | 1.2 | 1.2 | 1.2 | (0.7%) | | (90%) | +0.7% |
| 6. Business travel | 6.9 | 5.6 | 4.9 | (12.3%) | (56%) | (90%) | [28.6%] |
| 7. Employee commuting | 26.3 | 22.7 | 12.9 | [43.2%] | (44%) | (90%) | (51.1%) |
| 15. Investments | 3.7 | 7.7 | 6.2 | (19.5%) | | (90%) | +68.1% |
| Scope 3 GHG within the SBTi perimeter ⁽⁴⁾ | 225.0 | 193.0 | 176.8 | (8.4%) | | | (21.4%) |
| TOTAL GHG EMISSIONS SCOPES 1, 2, 3: | | | | | | | |
| TOTAL GHG EMISSIONS (LOCATION-BASED) | 525.1 | 400.0 | 374.5 | (6.4%) | | | (28.7 %) |
| TOTAL GHG EMISSIONS (MARKET-BASED) | 306.8 | 239.5 | 220.1 | (8.1%) | | | (28.3% |
| TOTAL GHG EMISSIONS SBTI TRAJECTORY | 288.6 | 216.9 | 199.2 | (8.2 %) | | | (31.0 %) |

Total GHG emissions (KtCO2eq) - SBTi monitoring

(1) "Location-based": CO2 emissions related to electricity consumption, using emission factors related to the average electricity mix of the country in which the Company is

⁽¹⁾ Location-based : CU2 emissions related to electricity consumption, using emission factors related to the average electricity must be company is located.
 ⁽²⁾ "Market-based": Scope 2 emissions from which emissions covered by certificates of renewable origin are deducted. The methodology for calculating "market-based" emissions is carried out using national emission factors, in order to guarantee a homogeneous calculation across all our regions, as the emission factors of the residual mix are not systematically available.
 ⁽³⁾ Categories S3.8 to S3.14 are not applicable to the Group's business.
 ⁽⁴⁾ The scope 3 within SBTi perimeter includes the following categories: 1, 2, 3, 6 et 7.

2.1.2.1.7. Internal carbon pricing (E1-8)

To date, JCDecaux does not use an internal carbon pricing mechanism in its decision-making processes. The Group's priority was to finalise its Climate Strategy, by updating its objectives and action plans in order to obtain the validation of its objectives by the SBTi, and thus contribute to its ambition to reduce its carbon footprint.

2.1.2.1.8. Anticipated financial effects of physical and material transition risks and potential climate-related opportunities (E1-9)

Climate change represents both material risks and potential opportunities for global companies. JCDecaux must adapt its infrastructures and operations to meet these new challenges. This assessment focuses on quantifying the financial impacts associated with climate risks and opportunities specific to JCDecaux, covering the aspects related to physical, logistical, regulatory and transition to a low-carbon economy. The methodological approach adopted for this assessment includes forward-looking scenarios covering short-, medium- and long-term time horizons (2030, 2050), as

described in section 2.1.2.1.1. Assessment of material impacts, risks and opportunities, and their interaction with the strategy and the business model (SBM-3 and IRO-1), with a first analysis of the financial effects based on robust hypothesis and proven models.

The phase of precisely quantifying the financial impacts of these risks and opportunities is currently under way within JCDecaux. The preliminary results are based on the best available data and will be refined with the integration of new information and analyses.

2.1.2.2. Circular economy (ESRS E5)

As part of the transition to a circular economy, JCDecaux is integrating the principles of ecodesign and refurbishment of its street furniture to meet environmental challenges while

strengthening its strategic position. These initiatives meet major IRO, thus contributing to the Group's competitiveness and sustainability.

2.1.2.2.1. Procedure for identifying and assessing material impacts, risks and opportunities (IRO-1)

The process of identifying IRO related to circular economy corresponds to the global process implemented at Group level as part of the double materiality assessment described in section 2.1.1.4.1. Procedure for identifying and assessing material impacts, risks and opportunities (IRO-1).

The IRO identified by JCDecaux are as follows:

- Preservation of resources during the design of our products and services
- Costs savings generated by furniture reuse

• Preservation of ressources generated by furniture reuse.

JCDecaux is implementing an ambitious strategy to respond to IRO by integrating ecodesign in the creation of sustainable furniture. The company also optimises renovation processes in order to reduce the need for new manufacturing and limit waste. In addition, it promotes the economic and environmental benefits of circularity among stakeholders, in order to reinforce the demand for sustainable solutions.

2.1.2.2.2. Circular economy policies (E5-1)

JCDecaux's business model is aligned with a functionality economy: by providing high-quality furniture, designed to last, that the company most often retains ownership of, maintains and can refurbish as new for subsequent reuse. This unique aspect of its business model enables JCDecaux to address various components of a more circular economy (ecodesign, renovation, upcycling, etc.). Through this approach, the Group intends to reduce the environmental impact of its furniture throughout its life cycle and particularly during the phases of raw material extraction and the manufacturing of new parts.

| POLICY | OBJECTIVES | 2024 RESULTS | ACTION PLAN |
|---|--|--|--|
| Systematise ecodesign to improve environmental and social performance | Continue to enrich and deploy our ecodesign strategy Promote low-carbon furniture based on recycled aluminium | Development of the Eco Design Index tool | Deployment of a tool to measure the environmental performance of JCDecaux furniture |
| | | • Development of ecodesign training modules | Strengthen the ecodesign culture within the Group Enrich the catalogue with more virtuous furniture |
| Improve the environmental performance of products thanks to refurbishment | 50% of non-digital asset deployed will be sourced from refurbishment by 2030 | N/A | Support and assistance for subsidiaries on refurbishment issuesDeployment of refurbishment guides |

Ecodesign and circular economy policy

To manufacture our furniture, we use materials such as steel, aluminium, glass and electronic components among others. To meet current environmental challenges, we have implemented an ecodesign policy aimed at reducing the ecological footprint of our products throughout their life cycle. Our ecodesign approach is based on historical commitments, which the Group seeks to systematise, such as programmed quality over time, with the integration of circular economy principles: furniture made of sustainable and recyclable materials, sourced from secondary raw materials, and that can be repaired, refurbished and reused for new contracts. By applying these principles, furniture can be reused several times and last for at least 30 years.^[11]

The ten JCDecaux ecodesign principles presented below aim to integrate sustainable practices throughout the furniture's life cycle, promoting resource efficiency and minimising the environmental impact.

- 1. **Guarantee the quality of furniture:** Each piece of furniture must be designed and manufactured to ensure maximum durability and resistance, thus reducing the need for frequent replacements.
- Anticipate a modular conception: Modularity allows furniture to be easily adapted to various needs and spaces, thus extending its usefulness and reducing waste.
- 3. Use sustainable materials: It is essential to opt for materials that offer a long life while having a low environmental impact in relation to their function.
- Use recyclable materials: The use of easily recyclable materials promotes the reuse of resources at the end of the product's life, contributing to a circular economy.
- 5. **Use materials from secondary raw sources:** The integration of recycled materials in the manufacture of new furniture reduces dependence on virgin resources and the impacts associated with their extraction and processing.
- 6. **Optimise the electrical efficiency of furniture:** For furniture incorporating electrical elements, it is crucial to design systems that minimise energy consumption in order to reduce their environmental footprint.
- 7. **Cover electricity consumption with renewable sources:** The energy required to operate the electrical components of the furniture during the operating phase must come from renewable sources, thus reducing greenhouse gas emissions.
- 8. Limit the number of spare parts required for maintenance: By simplifying the design to require fewer spare parts, maintenance is easier and less costly, while reducing waste.
- Facilitate furniture refurbishment: Products must be designed so that they can be easily repaired or updated, extending their life by delaying the time they become waste.
- 10. **Ensure the recyclability of the furniture at the end of life:** Once furniture has reached the end of its life cycle, it is essential that its components can be easily separated and recycled, thus fostering their reintroduction into new production cycles.

Refurbishment Policy: Furniture refurbishment in a circular approach

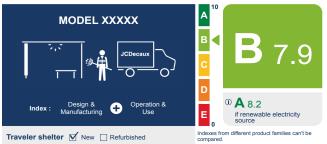
The refurbishment of JCDecaux's street furniture is a major leverage of its Climate Strategy scope 3 greenhouse gas emissions reduction. It is also an essential cornerstone for broadly improving the environmental performance of its products. Refurbishment involves extending the life of furniture at the end of the contract, by preserving and renovating its structure and most of its components. Components that cannot be repaired are replaced by new generation components, such as LED lighting technologies. This allows furniture to have multiple lives and provide quality service for at least 30 years. This is made possible by the quality of JCDecaux's furniture design from the outset and its maintenance throughout contract durations. A furniture audit is systematically conducted prior to renovation operations to precisely identify the work to be carried out.

This cannot be done without a rapid transition in public and private procurement, across all geographies, towards more responsible solutions (see chapter 2.1.2.1.6. Emissions throughout the value chain (E1-6)).

2.1.2.2.3. Actions and resources related to circular economy (E5-2)

Life cycle analysis (LCA) is one of the methods used by JCDecaux to ecodesign its furniture. In 2023, JCDecaux updated its LCA methodology to adopt the European EF3.1 method, confirmed by an external audit conducted by EY. Its implementation is scheduled for 2024 and 2025. In addition, in order to strengthen its ecodesign approach, JCDecaux has developed a new methodology for measuring the environmental performance of its products (also audited by EY). This tool, called the **Eco Design Index**, was developed in 2024 and will allow to assess and compare the environmental impacts of the Group's products as well as their performance in terms of ecodesign.

JCDecaux ECO DESIGN INDEX



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As a key tool in accelerating and systematising ecodesign practices, the Eco Design Index helps to raise awareness among all stakeholders about these important issues and provides the opportunity to make increasingly informed choices:

- Internally, to help teams develop and promote solutions with a lower environmental impact
- Externally, to help local authorities and transport companies choose and deploy the most responsible street furniture
- Generally, to promote choices for the development and deployment of ecodesigned furniture, contributing to more sustainable living spaces.

The Eco Design Index aggregates quantitative results that take into account the sixteen environmental indicators of the EF methodology^(II) from the European Commission, as well as data more specific to JCDecaux's activities and its environmental challenges, complementary to those of the LCA.

The environmental performance of a JCDecaux product is assessed on a scale of 0 to 10. This numerical score is then translated into an index from A to E for a simple and educational representation, "A" corresponding to the best assessment.

This initiative reaffirms the company's position as a pioneer of innovation and environmental responsibility in the street furniture sector.

Based on its ecodesign principles, JCDecaux continues to integrate sustainable solutions in the design and operation of its street furniture. These few concrete examples of the implementation of these principles will demonstrate a well-rated environmental performance according to the Eco Design Index and will lead to the associated or avoided emissions reductions:

- *Hello Low Emission Aluminium Bus Shelter*: By choosing recycled aluminium (Post-Consumer Recycled, PCR) rather than standard aluminium, we produce bus shelters with lower emissions, thus contributing to the reduction of CO, emissions.
- *Wood Bus Shelter*: The use of wooden components instead of metal meets demanding specifications, offering the same functionalities and performance while reducing the environmental footprint.
- Upcycled Bus Shelter: Allows for the recover, with a minimum of transformation, end-of-life parts or production waste from our activity or other sectors, thus reducing the need for new resources.
- *Historical Renovated Bus Shelter*: The renovation and reuse of our existing furniture extends their use and postpones their end-of-life, thus avoiding the purchase of new, more emissive furniture.

For more information on the Group's innovations, please refer to the chapters *1.3.1.2. Reduction of our environmental impact* and *1.3.1.6. New media, content and interactivity.*

In future, JCDecaux plans to extend this assessment to all its product ranges and to continue its research and development efforts to develop ever more ecological and sustainable solutions.

To promote refurbishment to its internal stakeholders and customers, JCDecaux is developing targeted awareness-raising deliverables, highlighting the multiple benefits of this practice. Refurbishment policies enable JCDecaux to achieve its objectives by aligning its actions with global sustainability strategies, to modernise and enhance its existing furniture, and to demonstrate its technical know-how. They also meet the green public procurement directives and the environmental concerns of landlords, thus strengthening relations with key stakeholders and affirming the Company's commitment to sustainable and responsible practices.

Since 2013, JCDecaux has also provided its subsidiaries with an online platform called "Le Store", dedicated to the reuse and sharing of furniture. Countries with furniture in stock, such as bus shelters or self-service bicycles, can make them available to other subsidiaries. This initiative aims to maximise the life of furniture and minimise the need for new productions, supporting a more sustainable and circular economy. In 2024, thanks to this platform, 2,917 pieces of furniture were exchanged, including bus shelters and self-service bicycles, with an increase of more than 25% in volumes compared to 2023. Since its launch, more than 21,000 pieces of furniture have been reused.

This ecodesign strategy as well as all the research and development efforts for ever more sustainable and renovated furniture will enable JCDecaux to achieve its ambitious climate trajectory provided that it continuously involves all stakeholders, including local communities and technology partners.

2.1.2.2.4. Objectives related to the use of resources and circular economy (E5-3)

JCDecaux has set voluntary targets related to circular economy, and is committed to offering its landlords products made from recycled materials, which are low-emission or designed according to the principles of ecodesign. By 2030, the company aims for 50% of non-digital asset deployed to be sourced from refurbishment. JCDecaux is also committed to assessing the environmental performance of the products in its catalogue through the Eco Design Index. This tool will not only measure and compare the environmental performance of different designs of the same family of street furniture, but also influence stakeholders' choices towards more sustainable solutions.

⁽¹⁾ The EF methodology [Environmental Footprint] is an approach developed by the European Commission to consistently assess and compare the environmental impact of products and services throughout their life cycle.

2.1.2.3. Green Taxonomy: assessing the sustainability of our activities

Background

To prioritise the financing of activities that already contribute significantly to the low-carbon transition objectives and also to encourage and accelerate the emergence and expansion of transition activities, the European Commission decided to implement a common framework known as the "Green Taxonomy".

This framework describes specific eligibility and alignment criteria and thresholds:

• The activity must contribute substantially to one of the six environmental objectives:



- The activity must comply with the Commission's technical review criteria
- The eligible activity cannot contribute to one of the objectives by significantly harming one of the other environmental objectives ("Do No Significant Harm" principle – DNSH)
- The Company must respect the minimum social guarantees: compliance with the International Labour Organization's eight "fundamental conventions".

A business model in line with the Green Taxonomy regulation

JCDecaux's business model is to provide cities with products and services that are useful to citizens and funded by brand advertising. It consists of three activities: Street furniture, Transport and Billboard advertising.

The services and products provided such as passenger shelters, information furniture and self-service bicycle systems promote sustainable mobility without imposing the cost on citizens through local taxation.

The regional network of urban furniture, passenger shelters, information furniture and self-service bicycle systems, and their transformation into information and communication media are all factors serving smart and responsible mobility. Multi-channel information also promotes intermodal mobility (active mobility plans, pedestrian wayfinding, real-time travel information, opportunity to communicate with users, etc.).

JCDecaux's business model also contributes to the financing of land transport, through advertising in urban and suburban transport (metro, tram, bus) as well as in rail transport, thus promoting the development of sustainable mobility.

Eligibility of activities

As part of its eligibility analysis, JCDecaux has endeavoured to reconcile its business model with the description of the activities listed in the Green Taxonomy climate delegated act beyond the simple analysis of NACE codes (Statistical Nomenclature of Economic Activities in the European Community), for the six environmental objectives. Out of the four non-climate environmental objectives, we have not identified any turnovergenerating eligible activities based on the information available to date.

In 2024, JCDecaux identified four turnover-generating eligible activities, presented as follows:

| ELIGIBLE ACTIVITIES | OBJECTIVE | TAXONOMY REFERENCE | |
|---|------------------------------|--|--|
| Self-service bicycles | Climate change mitigation | 6.4. Operation of personal mobility devices, cycle logistics | |
| Street furniture for sustainable mobility (Abribus®) | Climate change mitigation | 6.15. Infrastructure enabling low-carbon road transport and public transport | |
| Contribution through fees to the financing of rail transport | Climate change mitigation | 6.1. Passenger interurban rail transport | |
| Contribution through fees to the financing of urban and suburban transport | Climate change mitigation | 6.3. Urban and suburban transport, road passenger transport | |

Eligible activities naturally include services that are part of a global strategy for sustainable mobility.

- The self-service bicycles activity as well as associated infrastructures (stations and docks) by their nature contribute to climate change mitigation. Activities relating to infrastructures (stations and docks) as well as self-service bicycles are merged into a single activity 6.4. Operation of personal mobility systems, cycle logistics given the interdependence of the two activities and the related assets. The merger of these two activities also limits the risk of double counting when allocating turnover.
- Bus shelters (Abribus[®]) are an essential and inseparable extension of mobility infrastructures and represent a lever for attracting users to the public transport network. This facility, intended for urban and suburban public transport, fulfils a number of functions:
 - it protects against bad weather and provides essential waiting comfort, while providing information on the journey (organisation of lines, waiting times, warning messages);
 - it marks out the transport network and provides security for users, residents and visitors thanks to the lighting it provides;
 - it guarantees accessibility to the service itself for all types of users and in particular for people with reduced mobility.

The installation, maintenance and operation of these facilities are necessary for the proper functioning of the public transport network.

• The financing of urban and suburban transport and the financing of interurban rail transport (hereafter "land transport"): advertising displays in urban and suburban transport (metro, tram, bus) as well as in rail transport, generates revenue for the transport authorities and thus contributes to the financing of activities targeting zero direct CO₂ exhaust emissions (activities 6.1.and 6.3.).

JCDecaux has also identified individual investment expenses that are not associated with an activity intended to be marketed, in particular the acquisition of buildings (activity 7.7) and vehicles (activity 6.5), as well as expenses for the energy efficiency of buildings (activities 7.3 to 7.6), meeting the climate change mitigation objective. Investment expenditures related to the manufacture of electronic equipment (activity 1.2) for airport activities and billboards, were also identified and are in line with the objective of Transition to a circular economy.

In addition, JCDecaux has chosen to present a voluntary eligibility ratio highlighting the role played by kiosks, Street furniture for Information (MUPI®) as well as information systems relating to air quality, in educating and raising public awareness of environmental issues through the marketing of the written press dealing with these issues or the broadcasting of information messages on the subject.

Business alignment methodology

As from the 2022 fiscal year, the regulation makes it mandatory to publish the share of the three indicators (turnover, Capex, Opex) that are associated with aligned and non-aligned economic activities.

According to the taxonomy regulation, an eligible activity is aligned, and therefore sustainable, if the activity:

- Meets the technical criteria of making a substantial contribution to one of the six environmental objectives
- Does not cause harm to any other environmental objective ("Do No Significant Harm" - DNSH)
- Complies with the minimum safeguards referred to in Article 3.c, *i.e.* the procedures that a company engaged in an economic activity implements in order to align itself with:
 - the OECD Guidelines for Multinational Enterprises
 - the United Nations Guiding Principles on Business and Human Rights
 - the principles and rights set out in the eight fundamental conventions mentioned in the International Labour Organization's declaration on fundamental principles and rights at work
 - the International Bill of Human Rights.

The alignment of the indicators reported as part of the taxonomy was studied on the basis of:

- The contract, taking into account the nature of the underlying assets for activities 6.4. and 6.15. (Bicycles and Street furniture)
- The contract for activities 6.1. and 6.3 (Land transport).

For assets with common characteristics, compliance with the taxonomy criteria is considered identical.

Substantial contribution to climate change mitigation criteria

The criteria for a substantial contribution of eligible activities are:

- Zero-emission mobility schemes for people (self-service bicycles)
- Transport with zero direct CO₂ exhaust emissions
- Public transport facilities (bus shelters).

Regarding land transport, only those contracts were considered aligned for which it was possible to demonstrate that direct exhaust CO2 emissions were zero.

With regard to individual investments that are not associated with an activity intended to be marketed, in particular the acquisition of buildings (activity 7.7.) and vehicles (activity 6.5.) as well as energy efficiency expenditure for buildings (activities 7.3. to 7.6.Taxonomy), the alignment analysis was carried out on the entire scope.

Do No Significant Harm⁽¹⁾

Climate change adaptation

In 2024, the Group strengthened its analysis on adaptation to climate change by referring to the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). Within this analysis, physical climate risks are projected for 2030 and 2050 based on the RCP 2.6 and RCP 4.5 scenarios defined by the IPCC (see section 2.1.2.1.1).

The assessment of significant physical climate risks was carried out in two focus areas:

• The analysis of the physical risks and vulnerability of the furniture with regard to the contingencies likely to impact them during the life of the contract:

All the risks listed in Appendix A to the Climate change mitigation appendix were analysed, except those considered as not applicable or not material for JCDecaux. Street furniture is mainly exposed to wind-related hazards as well as snowfall, which can cause significant damage requiring either refurbishment or replacement of the furniture. From the design phase of its furniture, JCDecaux incorporates exposure to these various risks to limit their effects. Thus, relevant adaptation solutions are implemented to reduce the impacts of the physical climate risks identified. As part of a new contract integrating the recovery of pre-existing furniture, JCDecaux carries out a diagnostic that may lead it to change the furniture in accordance with the standards adopted by the Group. In this case, contracts for which the assessment complies with the Group's standards or for which a remediation plan has been implemented are not included in the alignment ratio.

• The risk and vulnerability analysis of the construction site and assembly of street furniture:

The climatic hazards considered material by JCDecaux concerning its assembly site are: heat waves, droughts and the shrinkage-swelling of clays (RGA), flooding by river overflows or rising water tables, and marine submersions.

These risks correspond to the hazards listed in Appendix A of the Climate Change Mitigation Annex.

⁽¹⁾ DNSH

Sustainable use and protection of water and marine resources:

The Group's activity has little impact on water related to its activity. The Group uses water, rainwater when available, mainly for the maintenance of street furniture and vehicle cleaning. JCDecaux has implemented a water policy and deployed solutions for reasoned water management (cf. §. 2.1.1.5.2., p. 51). In addition, the use of cleaning products is limited and supervised. Furthermore, in the event of water stress in certain geographical areas, all water use is paused.

Circular Economy

JCDecaux provides furniture of high environmental quality, designed to last over time, which remains its property in most of the contracts. Circular economy is at the heart of the Group's business model.

The installation of street furniture is mainly done on existing sites, with little or no civil engineering. When complete work is necessary, the waste generated remains limited and is naturally sorted (paving stones, sand, concrete).

In addition, JCDecaux has specific procedures for installing furniture, including specific waste sorting directives.

The Group has also rolled out a responsible waste management policy (see §. 2.1.1.5.1., p. 51). JCDecaux provides for an end-of-life management system for batteries as part of its self-service bicycle contracts.

Pollution

Work to install street furniture (6.15.) or self-service bicycle infrastructure (6.4.) generate little nuisance. However, JCDecaux strives to limit the duration of the works and reduce any pollution (dust or noise) that could occur in specific context.

Biodiversity

The very nature of JCDecaux's activities (urban environment) has a limited impact on biodiversity. Our media is also subject to numerous codes and regulations, particularly in the context of public procurement. However, the protection of biodiversity is an integral part of the Group's ESG Strategy. The latter contributes to the development of biodiversity in cities through the deployment of solutions such as the revegetation of furniture for example.

Minimum safeguards

JCDecaux meets the various minimum guarantee criteria for the 2024 fiscal year:

- Human rights: JCDecaux is subject to the law on the duty of vigilance. In this respect, the Group deploys a global vigilance approach and publishes an annual Vigilance Plan (see §. 2.2., p. 124). In addition, the Group has not been convicted of human rights violations
- Corruption: JCDecaux is subject to the SAPIN II law and has deployed the expected measures as part of the fight against corruption
- Taxation: JCDecaux strives to comply with the regulations applicable in all the countries where it operates and implements a transparency policy in accordance with the OECD's BEPS recommendations.
- Competition law: JCDecaux complies with the legislation in force in the context of competition law, in its scope of activity.

In 2024, neither the Group nor one of its executives received a material judicial conviction concerning the violation of human rights, corruption, non-compliance with business ethics, or applicable tax regulations.

Proportion of activities eligible for the Green Taxonomy regulation

For the four eligible activities - self-service bicycles and bus shelters, being part of the Street furniture business, and the financing of land transport: rail transport on the one hand, and urban and suburban transport on the other hand - included in the Transport economic activity, the challenge is to identify the share of eligible activities within these activities based on the operating contracts.

The indicators presented below are based on Group financial data and are presented according to IFRS data.

Turnover

Analysis methodology:

Eligible bus shelter and bicycle activities are part of the Street furniture business. In order to determine the proportion of eligible street furniture turnover, an analysis was carried out on all Street furniture operating contracts. The result of this analysis is that 83% of Street furniture turnover correspond to a contract with bus shelters and/or bicycles. This ratio is applied to the Street furniture turnover to determine the eligible turnover. The total eligible turnover is also aligned for the bus shelter and bicycle businesses within the Street furniture business.

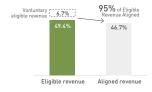
For the land transport business, the analysis focused on the total turnover referenced in the financial statements in connection with land transport activities.

Calculation methodology:

In accordance with the Green Taxonomy delegated act,

- The numerator of the "Taxonomy-eligible Turnover" indicator was determined by applying the percentage (83%) to all advertising revenue (including the production of posters) related to the Group's street furniture and by listing ancillary services directly linked to contracts with Abribus[®] bus shelters and/or bicycles. It also includes all advertising revenue related to metros, buses, trains and trams.
- The numerator of the "Taxonomy-aligned Turnover" indicator was determined by applying the percentage (83%) corresponding to the aligned activities to all advertising revenue (including the production of posters) related to the Group's street furniture and by listing ancillary services directly linked to contracts with Abribus[®] bus shelters and/or bicycles. It also includes the share of advertising revenue related to metro, bus, train and tramway contracts meeting the alignment criteria, *i.e.* 78% of the total eligible turnover related to Land transport.
- The denominator of the "Taxonomy-eligible Turnover" indicator corresponds to the Group's consolidated turnover.

The share of aligned turnover is stable compared to the previous fiscal year. This is due to an increase in the Turnover denominator in 2024 compared to 2023.



Investments

Analysis methodology:

JCDecaux's investment expenses within the meaning of the Taxonomy cover the investment expenses relating to eligible activities (activities 6.4. and 6.15.), on the scope of contracts related to the "Street furniture" economic activity that contain either Abribus® bus shelters and/or bicycles, within the scope of contracts related to the Land transport activities as well as individual investment expenses that are not associated with an activity intended to be marketed, in particular the acquisition of buildings (activity 7.7.) and vehicles (activity 6.5.), as well as building energy efficiency expenditure (activities 7.3 to 7.6), meeting the Climate change mitigation target. Investment expenditures related to the manufacture of electronic equipment (activity 1.2) for airport activities and billboards, were also identified and are in line with the objective of Transition to a circular economy.

Calculation methodology:

In accordance with the Green Taxonomy delegated act,

- The numerator of the "Taxonomy-eligible investments" indicator was determined by identifying, on the one hand, investments related to contracts with Abribus[®] bus shelters and/or bicycles, and those related to Land transport contracts (including rights to use of the lease contracts for advertising spaces, buildings, vehicles and general investments) and individual investments by type (vehicles, buildings and electronic equipment) not taken into account in the analysis by activity.
- The numerator of the "Taxonomy-aligned investments" indicator was determined according to similar methods, by only retaining investments related to contracts aligned with the Taxonomy.
- The denominator of the "Taxonomy-eligible investments" and "Taxonomy-aligned investments" indicators corresponds to the total amount of the Group's investments (including rights to use of the lease contracts for advertising spaces, buildings and vehicles).

The share of investments (CAPEX) aligned with the Taxonomy is stable compared to the previous fiscal year.



Operating expenses

Analysis methodology:

Operating expenses concern the direct non-capitalised costs related to the operation of our advertising systems, research and development, building renovation, short-term leases, and any other direct expenses related to routine maintenance of property, plant and equipment that are necessary to ensure the continuous and efficient operation of the eligible assets.

The analysis of expenses made it possible to specifically identify the costs of maintenance, upkeep and repair as well as the costs of purchasing spare parts relating to the "Street furniture" and "Land transport" activities, excluding costs relating to billboards.

Calculation methodology:

In accordance with the Green Taxonomy delegated act,

- The numerator of the "Taxonomy-eligible operating expenses" indicator was determined by applying the 2024 eligibility ratio relating to turnover (*i.e.* 83%) to all operating expenses identified for the "Street furniture" business. For the Transport business, it also includes all operating expenses related to metros, buses, trains and trams.
- The numerator of the "Taxonomy-aligned operating expenses" indicator was determined using a similar method by applying the 2024 eligibility ratio relating to turnover (*i.e.* 83%) to all operating expenses identified for the "Street furniture" business. For the Transport activity, it also includes all operating expenses related to metros, buses, trains and trams meeting the alignment criteria, *i.e.* 78% of total eligible operating expenses related to the Land transport business.
- The denominator of the "Taxonomy-eligible operating expenses" and "Taxonomy-aligned operating expenses" indicators corresponds to the total amount of the Group's maintenance expenses.

The share of operating expenses (OPEX) eligible for the Taxonomy decreased slightly compared to 2023.



Adjusted Data

In order to reflect the Group's operational reality and the clarity of our performance, the Group's external financial communication is based on "adjusted" data. These data proportionally include the operating data of joint ventures and exclude the impact of IFRS 16 on "core business" leases (leases of locations for advertising structures excluding real estate and vehicle leases).

In 2024, the adjusted data for the three indicators are:

• Taxonomy-eligible and -aligned turnover represent, respectively, 49.3% and 46.4% of the Group's consolidated turnover (vs 50.9% and 48.2% in 2023)

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- Taxonomy-eligible and -aligned investments represent respectively 75.5% and 47.9% of the Group's total investments (excluding right-of-use on core business lease contracts) (vs 73.6% and 46.9% in 2023)
- Taxonomy-eligible and -aligned operating expenses represent respectively 67.8% and 67.0% of the Group's total maintenance expenses (vs 68.8% and 68.2 % in 2023).

2.1.3. TOWARDS A RESPONSIBLE BUSINESS ENVIRONMENT

2.1.3.1. Be a responsible employer (ESRS S1)

2.1.3.1.1. Interest and views of stakeholders, and material impacts, risks and opportunities, and their interaction with the strategy and the business model (SBM-2 and SBM-3)

Employer of nearly 11,500 employees worldwide, JCDecaux considers its employees to be key stakeholders to its success. The diversity of its products and services requires a large range of skills and competencies employed primarily within the Company. The Group employs external consultants to carry out certain activities, and this proportion varies from one subsidiary to another.

The process of identifying IRO related to the Company's employees was an integral part of the double materiality assessment process described in section 2.1.1.4.1. Procedure for identifying and assessing material impacts, risks and opportunities (IRO-1). These IRO interact with the strategy and the business model because they are levers of talent retention, performance and innovation, impacting the Group's growth.

The list of the material IRO is presented in the following table:

\cdot (Impacts, risks and opportunities (IRO) angle

| Торіс | Type of IRO | Description | Upstream value chain | Our operations | Downstream value chain |
|--|-------------|---|-------------------------|-------------------|---------------------------|
| Secure employement and adequate wages (workforce) - S1 | Impact | Preserving employees' employment and ensuring an adequate wage | | х | |
| Work-life balance (workforce) - S1 | Impact | Ensuring work-life balance | | х | |
| Health and safety (workforce) - S1 | Impact | Ensuring the health and safety of employees | | х | |
| Diversity and inclusion (workforce) - S1 | Impact | Respect for diversity and inclusion within the Company | | х | |
| Human rights (workforce) - S1 | Impact | Respect for fundamental labour rights and human rights within the Company | | х | |
| | Impact | Protection of employee personal data | | х | |
| Protection of personal data - S1 | Risk | Financial and reputational risk related to the disclosure of employee personal data | | х | |

All employees are affected by these IRO and are covered by the whistleblowing system described in section 2.1.3.1.10. A whistleblowing system accessible to all employees (S1-3) in case of negative impact. Our transition plan will not negatively impact employees. For more information on employees' exposure to health and safety risks, please refer to chapter 2.1.3.1.6. Promote an exemplary Health & Safety culture (S1-1, S1-4, S1-5, S1-14).

Potentially vulnerable individuals at work include those working at night or in urban areas considered as challenging by the Group.

In this regard, JCDecaux implements specific support measures. Beyond that, some employees may be temporarily affected by difficult life situations (personal and/or professional), potentially leading to a high mental load and requiring appropriate and local measures (reassignment, adaptation of the workload, taking exceptional leave, working hours adjustments, psychological support, etc.). These situations are generally handled on a case-bycase basis, in consultation with their manager or in close collaboration with human resources.

2.1.3.1.2. Policies related to own workforce (S1-1)

JCDecaux is currently established in more than 80 countries, where specific social policies are applied and adapted to each local and legal context. However, these are all based on axes structured since 2012, by the harmonisation of its shared and embodied founding values, which inspired the International Charter of Fundamental Social Values. Conscious of its current international scope, the prerequisites of its markets and stakeholders, and in light of the CSRD, JCDecaux is working to strengthen its organisation, both at the Group and local levels, in order to accelerate the deployment of these global social policies by 2030.

The Group Social Policy: be a responsible and attractive employer

JCDecaux is committed to being a responsible and attractive employer in all the regions where the Group operates, as displayed in the principles of the International Charter of Fundamental Social Values implemented throughout the Group. Today, the Group wishes to capitalise on a set of social policies and their joint implementation: thus, at the end of 2023, JCDecaux formalised a Group-wide Social Policy with a roadmap starting from 2024 and extending to 2030.

Genesis of the Group Social Policy

The Policy was developed with reference to the standards set by the International Labour Organization (ILO), the results of internal surveys on the social practices of subsidiaries, the conclusions of several in-depth benchmarking studies of other global companies, conclusions of public studies carried out by consulting firms on the expectations of employees and candidates in the current post-Covid labour market, the recommendations of extra-financial rating agencies and the topics and CSRD requirements.

It was co-constructed by the Sustainability and Quality Department, the French Departement of Human Resources and International HR Projects, as well as by a group of HR experts from six Group subsidiaries. This working group made it possible to integrate the perspective of local issues in the process of developing this Policy by combining both bottom-up and top-down approaches.

A policy built on three strategic pillars: GROUP SOCIAL POLICY

WE VALUE ALL OUR PEOPLE

- Ensuring Human Rights and fundamental social values
- Providing a sustainable employment
- Promoting a speak-up environment (employee dialogue)
- Offering **benefits & compensation** and implement **a wage policy**
- Fostering a culture where diversity and inclusion are celebrated



- Implementing a Health & Safety Policy and embed wellbeing at work
- Providing Social protection
- Offering **Personal leave**
- Taking measures to protect against any form of violence and harassment in the workplace
- Considering employee satisfaction
- Facilitating smart working



- Setting up recruitment standards and improved candidate experience
- **Onboarding** newcomers
- Favouring training & upskilling
- Improving career management

Scope and governance of the Group Social Policy

JCDecaux's Group Social Policy applies to all employees of JCDecaux SE companies controlled by the Group. Associates, companies under significant influence and accounted for using the equity method under IFRS financial reporting are excluded. For jointly-controlled entities accounted for using the equity method under IFRS financial reporting, the implementation of the Policy must be subject to approval by the country's Chief Executive Officer, the Regional Director (if applicable) and the member of the Executive Board responsible for the region, in agreement with the partner company.

The term "all employees" refers to JCDecaux employees on permanent contracts, fixed-term contracts and work-study contracts. If local regulations impose rules and practices that are more favourable to employees than those provided for in the Group Social Policy, local regulations are applied and govern the behaviour of the JCDecaux entity in the jurisdiction concerned. If a commitment is perceived as sensitive due to local culture/ mentality, local organisation or constraints, or is not permitted due to a local law or regulation, the concerned entity must consult the Sustainability and Quality Department in order to jointly find an appropriate adaptation.

The Executive Board is directly responsible for the implementation of the Group Social Policy, defined and approved by its members.

At corporate level, the Sustainability and Quality Department is responsible for coordinating, leading and updating the Policies with the support of the French Department of Human Resources and International Human Resources Projects as well as the group of HR experts from the subsidiaries.

The Group Social Policy was presented to all HR managers and subsidiary managers in charge of applying the Corporate Policies. In addition, an internal press release was shared with all employees. Translated into 19 languages, the Group Social Policy is made available to subsidiaries via the Group's intranet. In addition, the Corporate teams proactively support subsidiaries in its local deployment, ensuring a harmonized and market-specific implementation. At the local level, the Human Resources Departments of each subsidiary are in charge of communicating about this policy.

The policies constituting the Group Social Policy aimed at managing the material impacts, risks and opportunities related to social issues are presented in each of the following sub-chapters:

- Guarantee respect for fundamental social values
- Promote an exemplary Health & Safety culture
- Foster diversity and inclusion
- Ensure work-life balance
- Protect personal data.

2.1.3.1.3. Characteristics of the Company's employees [S1-6]

In the countries where it operates, JCDecaux plays a crucial role by creating a wide variety of jobs that contribute significantly to local economic development. Since its creation, the Company has constantly sought to implement and maintain a robust employment support policy. This policy is characterised by a strong commitment to job retention, job creation and permanent hires, thus offering its employees stable and sustainable career prospects.

The number of employees corresponds to the full-time equivalents (FTEs) at the end of the period and are prorated according to the theoretical working hours stated on the employees' employment contract.

The total headcount (in FTE) below is aligned with the information provided in the notes to the consolidated financial statements, in chapter 5.6. *Headcount*.

Breakdown of employees by region

| Region | Employees (FTE) |
|-------------------|-----------------|
| Rest of Europe | 2,968 |
| Asia-Pacific | 1,707 |
| France | 3,293 |
| United Kingdom | 757 |
| Rest of the World | 2,346 |
| North America | 364 |
| TOTAL | 11,434 |

As of 31 December 2024, JCDecaux's total headcount was 11,434 employees, *i.e.* an increase of +338 people compared to 2023 (+3.0%). This increase is mainly due to +192 FTEs in the Rest of the World (including +176 FTEs in LATAM), +43 FTEs in the United Kingdom and +35 FTEs in France.

On a like-for-like basis, headcount in 2024 was up by 252 FTEs, *i.e.* an increase of 2.3% compared to 2023. Scope effects led to an increase of 86 people, mainly related to the acquisition of IMC in Latin America (86 FTEs) in October 2024.

Breakdown of employees by type of contract and by gender (headcount)

| Number of employees | Female | Male | Total |
|----------------------------|--------|-------|---------------|
| Number of employees | 3,874 | 7,567 | 11,441 |
| Number of employees | 33.9% | 66.1% | |
| Number of employees | 3,706 | 7,215 | 10,921 |
| Permanent contract | 33.9% | 66.1% | 95.5 % |
| Number of employees Fixed- | 168 | 352 | 520 |
| term contracts | 32.3% | 67.7% | 4.5% |
| Number of full-time | 3,600 | 7,342 | 10,942 |
| employees | 32.9% | 67.1% | 95.6% |
| Number of part-time | 274 | 225 | 499 |
| employees | 54.9% | 45.0% | 4.4% |

In 2024, 1,527 employees left the company. In 2024, the employee turnover rate during the reference period was 13.4%, down compared to 2023 (14.5%). This is due to the success of the proactive retention policies notably put in place by the JCDecaux subsidiaries in the United Kingdom and North America.

In addition, the Group's social policy for 2030 - drawn up at the end of 2023 - has also identified human resource retention as a key

priority for the Group, and requires each country to implement its own action plans tailored to its specific context.

This rate is the ratio of employees who left the Company during the year divided by the total number of employees present on 31 December 2024. Employees who left the company during the year include voluntary departures, layoffs, retirements and deaths.

2.1.3.1.4. Human rights (S1-1, S1-4, S1-5, S1-17)

In accordance with international standards relating to human rights and the spirit of the fundamental values that drive it, JCDecaux ensures that the preservation and respect of these rights are an absolute priority in all its activities.

| POLICY | OBJECTIVES | 2024 RESULTS | ACTION PLAN |
|---------------------|--|--------------|--|
| Human rights policy | 100% of Group countries respect the Group's fundamental social values | 100%* | Audit the application of the Charter within the Group Communicate internally on the subject Check the proper functioning of the vigilance alert system |
| | 100% of new employees having signed their commitment to respect the International Charter of Fundamental Social Values | 100%* | • Ensure the proper distribution of the Charter and the monitoring of training of the on-boarding employees |

*Results of the 2023/2024 survey (biennial survey), target achieved after review of the implementation of corrective action plans.

Guarantee respect for fundamental social values (S1-1)

Deploy JCDecaux's Charters and ensure a core set of fundamental rights for all employees

JCDecaux has created a common social framework intended for all its employees and formalised by the Group's Charters, which specify their rights and duties all around the world: the Ethics Charter (see section 2.1.4.3. Prevention and detection of corruption (G1-3) and the International Charter of Fundamental Social Values.

The members of the JCDecaux Executive Board are directly responsible for the dissemination of the corpus of Charters and the values they convey throughout the Group. They are supported in this task by the French Department of Human Resources and International Human Resources Projects, the Legal Department, the Sustainability and Quality Department, and the Internal Audit Department. It is the responsibility of local management in each country to ensure compliance and proper application of the principles and standards set out in the Charters. These Charters are available on the JCDecaux website and on the intranet in each country. Dedicated training courses and guides are provided to employees to strengthen their understanding and implementation of these principles.

JCDecaux's International Charter of Fundamental Social Values illustrates the Group's commitment to respect for human rights. It aims to strengthen the protection of fundamental social rights, particularly in terms of health & safety, working hours and paid leave. It condemns all forms of forced labour, child labour, discrimination, harassment or violence for all employees. Through this Charter, JCDecaux formalises its commitment to actively support the Universal Declaration of Human Rights and the United Nations Guiding Principles on Business and Human Rights, the International Labour Organization's Fundamental Conventions and the Guidelines of the Organisation for Economic Cooperation and Development (OECD) for multinational companies. 21.1% of the Group's workforce is located in countries that have not ratified all the fundamental conventions of the International Labour Organization, therefore human rights and Fundamental Social Values may not be fully respected or fostered by local jurisdictions. By adopting this Charter, JCDecaux is committed to remove this possibility and to guarantee a set of fundamental rights to all its employees, wherever they may be. This has been deployed in all subsidiaries since 2012, and an internal assessment is carried out every two years. This monitoring process makes it possible to identify potential gaps or failure of application of the principles at the subsidiary level. Where applicable, the governing bodies of the Group and the concerned entities choose to implement a corrective action plan taking, however, into account local specificities.

At the Corporate level, governance of monitoring of the Fundamental Social Values is ensured jointly by:

- The <u>French Department of Human Resources and International</u> <u>Human Resources Projects</u> in charge of the administration of the Charter of Fundamental Social Values, who ensure the proper local application of the principles of the Charter by the representatives of the various countries, before reporting to the Group's management bodies
- The <u>Operational Committee of the Charter</u>, made up of representatives of the impacted cross-functional departments (French Department of Human Resources and International Human Resources Projects, Sustainability and Quality, Internal Audit and Compliance), which oversees the operational implementation of the Charter
- The Group's <u>Vigilance Committee</u> to which the French Department of Human Resources and International Human Resources Projects Department reports on the results of the assessment
- The <u>Executive Board</u>, which validates the results and any corrective action plans as well as promotes their local deployment.

The Group has also been a signatory and privileged partner of the United Nations Global Compact since 2015 and ensures its application in all the countries where it operates.

In terms of human rights, JCDecaux's commitments are also visible in the dialogue that it maintains with its employees and representatives. This dialogue is further described in chapter 2.1.1.3.2. An active dialogue with our stakeholders (SBM-2) and section 2.1.3.1.9. Engagement with employees and representatives about impacts (S1-2).

Human rights actions (S1-4)

As part of its human rights policies, JCDecaux has defined an action plan for 2030. It is based on the following areas:

- Continue the audit of the application of the Charter at the global level and monitorinvg the action plans of the countries for which gaps have been identified
- Regularly check the proper functioning of the alert and vigilance system in 100% of the countries and draw necessary corrective lessons progressively from it (an external service provider was appointed in 2024 by the Group for alert and vigilance reporting)
- Continuously ensure that the Charter is properly remitted to the on-boarding employees and that they undertake to respect the principles it contains. To this end, each of them is asked to sign a letter attesting to their adhesion to the principles set out therein. As of 31 December 2024, 100% of new employees had confirmed their commitment
- Monitor the training of new "connected" employees.

As mentioned above, a biennial survey is carried out to ensure compliance with the principles of the International Charter in all countries where the Group operates. When the investigation highlights a discrepancy, a corrective action plan is immediately put in place to ensure alignment, in accordance with a budget and schedule defined jointly with the country concerned. The 2023/2024 survey, covering 95% of the Group's FTEs, identified a few gaps; they gave rise to a commitment from each country to implement a corrective action plan. These action plans are validated by an operational Corporate Committee, the Operational Committee of the Charter, composed of the French Department of Human Resources and International Human Resources Projects, the Sustainability and Quality Department, the Legal Department and the Internal Audit Department. The proper execution of the action plans is monitored by this dedicated committee.

Human rights targets (S1-5)

Since the creation of the Charter in 2012, its application and compliance have been monitored through the following two objectives:

- 100% of Group countries respect the Group's fundamental social values
- 100% of new employees have signed their commitment to respect the International Charter of Fundamental Social Values.

The targets set by the Executive Board are validated and verified in each country by Human Resources through a survey conducted every two years as well as through extra-financial reporting. Feedback from the field makes it possible to assess the application of the Policy and ensure respect of human rights.

Incidents, complaints and severe human rights impacts (S1-17)

| Cases of discrimination or harassment in the workplace | 2024 result |
|--|-------------|
| Number of reported discrimination cases (including harassment) | 11 |
| Number of complaints filed through the whistleblowing system | 11 |
| Total amount of fines, penalties and compensation for damages resulting from the aforementioned cases and claims | 0 |

| Serious human rights incidents | 2024 result |
|---|-------------|
| Number of serious human rights cases affecting Group employees | 0 |
| Total amount of fines, penalties and compensation resulting from the aforementioned cases | 0 |

Cases of serious human rights impacts are reported via the whistleblowing system and reported to the Vigilance Committee. In 2024, no serious human rights cases affecting the Group's employees were identified among the alerts examined by the Committee. For more information, please refer to 2.2. Deployment of our vigilance approach.

2.1.3.1.5. Implement a fair compensation policy (S1-1, S1-10, S1-16)

JCDecaux is committed to implement a fair compensation policy, striving to ensure that each employee is compensated in a fair and transparent manner and thus recognises that compensation is a decisive criterion for the recognition of all its employees. Since 2012, JCDecaux has been committed via the International Charter of Fundamental Social Values and its principle No. 4 "No discrimination in the workplace" to a proactive approach to guaranteeing professional balance and equality, in particular through the implementation of the principle equal pay for equal work across the Group, taking into account national and regional differences, legislative frameworks and operational constraints.

| POLICY | OBJECTIVES | 2024 RESULTS | ACTION PLAN |
|--------------------------|-------------------------------------|---------------------------------|---|
| Fair compensation policy | 100% of countries concerned by 2030 | Carry out a first assessment | Conduct an assessment of a representative sample of the Group's countries Define a Group-wide fair compensation methodology and policy from 2025 as well as the appropriate timing of the implementation by 2030 |

Fair compensation policies (S1-1)

The fair compensation policy takes into account the impact related to job security via talent retention policies and the various associated talent retention measures.

The implementation of a fair compensation policy is an integral part of the Group's Social Policy roadmap for 2030, this subject being considered a priority for the Group. Besides, a working group dedicated to this specific topic at Global Compact - world and French organisations - revealed that project management in this area requires between 3 and 7 years for international groups. As a result, JCDecaux began work on this subject in 2024, aiming to achieve the long-term objective of developing the appropriate methodology and Group policy.

Adequate wages (S1-10)

The principle of an adequate wage has been at the forefront of JCDecaux's strategic agenda for many years. Since 2012, it has been enshrined in the International Charter of Fundamental Social Values, then since 2015, strengthened by joining the United Nations Global Compact and finally, since 2022, supported by the official partnership with the United Nations and the contribution to the

United Nations. SDGs, and in particular SDG 8 "Decent work and economic growth". Since 2023, the commitment has been part of the Group Social Policy, one of the pillars of which is the commitment to fair compensation. A clear and strategic objective aimed at guaranteeing an adequate salary for all employees where JCDecaux operates by 2030 has been defined and communicated.

JCDecaux undertakes and guarantees to respect the right to a salary at least equal to or higher than the legal minimum wage set by national or local legislation. A first assessment was launched at the end of 2024 on a sample of countries representing nearly 50% of the workforce. A more in-depth study will be carried out starting from 2025 on a broader scope which will make it possible to set up the appropriate Group methodology. This approach is in line with the Group's organisational model, historically structured around the strong autonomy of the subsidiaries, in particular with regard to the HR function and the local specificities of each of the countries in which it operates. The decision to move towards a more centralised structure, in particular through the implementation of a Social Policy and a Group Human Resources Department, will actively participate in the definition, deployment and monitoring of a fair compensation policy, in particular through the issue of adequate wages and wage disparities.

2.1.3.1.6. Promote an exemplary Health & Safety culture (S1-1, S1-4, S1-5, S1-14)

As a sustainable media, JCDecaux places the prevention of workplace accidents and occupational diseases at the heart of its priorities to guarantee the protection of each of its employees. Particular attention is also given to the safety of subcontractors working on behalf of the Group. As an employer, particularly in urban environments, JCDecaux implements robust Health and Safety practices. They are essential not only for the well-being of employees, but also to improve the overall performance of the company. In 2024, nearly 50% of the Group's total workforce operates in the field and is therefore more exposed to physical risks of accidents and potential incidents (working at heights, use of electricity or proximity to electrical equipment, driving, proximity to roads or railway tracks, and working in highly public-dense locations).

| POLICY | OBJECTIVES | 2024 RESULTS | ACTION PLAN |
|------------------------|---|--------------|---|
| Health & Safety Policy | Reduce the accident frequency by 25% by 2030 (vs 2019) | (22.3%)* | Health & Safety awareness-raising actions Strengthened local communications: commitment of regional and country management teams, and Health & Safety training |

*The accident frequency rate was (18.2%) in adjusted data

Health & Safety policies (S1-1)

The Group is committed to promoting a Health & Safety culture involving all its employees, from management teams to operational and field staff. Health & Safety governance is based on three main levels: the subsidiaries and their regions, the Health and Safety Committee, and the members of the Executive Board.

The subsidiaries are responsible for implementing and constantly updating their own health and safety management system, in compliance with applicable regulations and local specificities. Some benefit from the support of a regional team for the implementation and monitoring of their health and safety management system.

The Health & Safety Committee, chaired by the Director of International Operations and composed of regional and local Health & Safety Managers, as well as the Group Health and Safety Manager, meets four times a year. Its mission is to identify and monitor the priority actions to be rolled out at Group level to strengthen the consistency of the Health & Safety culture, while respecting local autonomy and specificities. The Committee also advises the Executive Board by proposing major strategic guidelines, such as targets for reducing incident frequency rates by 2030. It is the responsibility of the members of the Executive Board to validate the subsidiaries' budgets, approve the commitments made and define and assess long-term objectives.

In 2023, Management updated the Company's commitments by publishing a new Health & Safety policy statement. Accessible to all employees on the Company's intranet, this document sets out eight strategic commitments considered essential to strengthen the Group's health and safety performance:

- Identify all Health & Safety risks inherent in its activities and take the necessary measures to eliminate or reduce them as much as possible
- Conduct its activities in a way that meets or exceeds the requirements of applicable occupational health and safety regulations
- Ensure that the equipment designed and installed is safe to use and operate
- Guarantee that employees and providers have the appropriate skills
- Actively involve employees and service providers in improving health and safety at work and encourage them to share their ideas and suggestions

- Empower employees and contractors to stop and report unsafe acts, conditions or working methods
- Ensure that all near misses, incidents and hazards are reported immediately and investigated
- Continuously question working methods to offer an ever-safer working environment.

In the event of a serious accident, measures adapted and assessed on a case-by-case basis are put in place to support the injured employee and repair any material damage. Major accidents are reported to the members of the Executive Board and the Health & Safety Committee.

To support the subsidiaries in the deployment of their health and safety management system, an operational manual containing the main requirements and examples of procedures was made available to them since 2014, at the launch of the first policy statement, and gradually enriched. In 2024, for purposes of simplifying and harmonising with the new commitments, the minimum health and safety requirements were consolidated and updated in a single reference document. This document, inspired by the ISO 45001 standard, aims to establish a common base of best practices across all subsidiaries.

Some have adopted an ISO 45001 certification process. This is the case for nine of the Group's subsidiaries: Finland, Spain, China, Hong Kong, Australia, New Zealand, the United Kingdom, Ireland and Singapore. In 2024, all certified subsidiaries represent 22.8% of the Group's FTEs.

Actions relating to Health & Safety (S1-4)

As part of our 2030 target, the policy statement was revised in 2023 and adopts an ambitious approach, going well beyond simple compliance with procedures. It seeks to strengthen the involvement of teams by cultivating a mindset, both individual and collective, enabling everyone to adopt the right reflexes for their own safety and that of their colleagues, in all work situations. With this in mind, the focus is now on strengthening communication and the active involvement of management teams, in particular those of operations, within the subsidiaries to address health and safety issues.

At Group level, this ambition is reflected in the regular provision of communication materials for the Managing Directors and Technical Directors of all subsidiaries, as well as for their teams. These resources are accessible on a dedicated Health & Safety page on the Group's intranet. The subsidiaries are responsible for the implementation of these supports, which benefit from local support adapted to regional specificities. These initiatives complement the communication actions already implemented by each subsidiary or region.

For example, from 2022 to 2024, a 4-episode video series titled "Occupational health & safety, we all have a role to play" was put at disposal of the Managing Directors and the Technical Directors of all subsidiaries as well as their teams, on the page dedicated to Health & Safety on the Group intranet. This series aims to illustrate how each employee can contribute, at their own level, to making the working environment safer. Employee involvement in the risk prevention approach is seen by JCDecaux as an essential aspect to achieving an exemplary Health & Safety culture.

In addition to these communication actions, the Group, through the Health & Safety Committee, continues to update, strengthen and simplify the Group's requirements. Periodic audits and thematic assessments of subsidiaries ensure that the management systems comply with Group standards while remaining adapted to local constraints.

Initiated in 2014, the number of audits increased in 2024, with 10 remote and on-site missions compared to six in 2023. In addition, two other audits were carried out by the regional teams following the Group process.

Health & Safety targets (S1-5)

At Group level, the action plan for 2030 aims to reduce the accident frequency rate by 25% compared to 2019. In 2024, the frequency of accidents decreased by 22.3% ([18.2%] in adjusted data) compared to 2019.

At the subsidiary level, the Group has set two main Health and Safety objectives: to reduce the accident frequency rate and to increase the number of safety visits or health and safety communication interventions carried out by the Managing Director of each subsidiary. The frequency rate objective is determined during the budget process, each subsidiary submitting its own objective, which is then validated by the Group after verifying its consistency with the consolidated trajectory. The number of safety inspections and health and safety interventions carried out by the Managing Directors is set at two per subsidiary.

In addition to these two objectives consolidated at Group level, each subsidiary or region may define its own additional objectives according to legal requirements, the local context, its level of maturity and its size. In some countries, employee representatives participate in the definition of these objectives and the associated action plans. Additional targets, when they exist, are only monitored as part of the audit programme.

The subject of Health & Safety is also addressed by the Executive Board, at least during the review of quarterly extra-financial performance. This review includes a review of actions during the year, follow-up of objectives including reduction of frequency and severity rates, a review of serious accidents during the year, validation of next steps and the Health & Safety criteria to be included in the variable compensation of Regional and Country Managing Directors (as implemented since 2017).

The members of the Health & Safety Committee meet to consolidate these objectives, define and monitor the action plans at Group level and quarterly reports on the frequency and severity of work-related accidents and results of the countries audited.

As stated in section on actions, in 2024 the Group continued its audit programme of entities to ensure the compliance of their health and safety management system.

Health and Safety Indicators (S1-14)

Inspired by the ISO 45001 standard, the Health & Safety policy applies to all Group subsidiaries, covering 100% of the workforce. Each subsidiary is then responsible for its own local implementation. Subsidiaries are audited internally and externally to ensure proper deployment locally.

During 2024, one fatal workplace accident occurred within the Group. A third-party truck struck a parked signal vehicle, knocking down an operations officer, despite the safety measures in place. In accordance with our internal procedures, an investigation was conducted, and actions were implemented to strengthen our existing protocols.

Occupational accidents

The frequency rate of workplace accidents for employees in 2024 was 14.9 accidents per million hours worked, (14.4 in adjusted data), an increase compared to last year (14.5). This figure is down by 22.3% (by 18.2% in adjusted data) compared to 2019, confirming or reinforcing the effectiveness of the Group Health & Safety policy deployed since 2014.

2.1.3.1.7. Foster diversity and inclusion (S1-1, S1-4, S1-5, S1-9)

Diversity in all its forms (cultures, languages and others) represents a real opportunity for JCDecaux. As both a driver of performance and innovation, it is essential to attract and retain talent, especially in a context of demographic turn-around observed in the majority of industrialised countries, which represent an essential part of its activities. Respect for the values of nondiscrimination is an integral part of JCDecaux's International Charter of Fundamental Social Values, in which the Group commits to respecting the International Labour Organization's (ILO) Fundamental Conventions on non-discrimination and compensation equality. The policy of increasing the representation of women in its executive management committees, initiated in 2021, is supplemented by a gender equality policy (rolled out in 2024), which also includes the fair compensation. It aims to promote gender diversity and inclusion at all hierarchical levels of the organisation, as well as to increase the number of women in executive positions. Its implementation will begin in 2025 and will continue until 2030, in accordance with the Group's Social Policy.

| POLICY | OBJECTIVES | 2024 RESULTS | ACTION PLAN |
|--------------------------------|--|-----------------------------|---|
| Diversity and inclusion policy | By 2030 40% of women in the executive management committees 40% women in middle management positions 3% women in field and poster preparation positions 50% women in "Other positions" | 34.4% (in adjusted data) | Train and raise awareness of stereotypes and prejudice Roll out the Group mentoring programme for female senior managers Implement the principle of equal pay for equal work Strive for training parity Improve career management Promote personal leave |
| | 100% of new "connected" employees trained in stereotypes and prejudices each year At least one female application submitted for senior management positions to be filled | 100% 86.3% | Train/raise awareness among managers and Executive Management |

Diversity and Inclusion Policies (S1-1)

For JCDecaux, diversity and inclusion are priority and strategic issues. As such, the Group is committed to integrating the different individualities of its employees, and to collectively developing processes aimed at promoting an inclusive and efficient environment. Initiatives implemented include training on gender equality, promotion of the visibility of women and respect for gender equality in recruitment processes. To illustrate this, the JCDecaux Academy platform offers all of the Group's "connected" employees continuous training adapted to their needs concerning gender equality and the fight against harassment.

JCDecaux develops its HR policies and practices by working closely with its various countries. With this collaborative method, the Group ensures that the policies adopted and best practices conveyed can be adapted to local contexts while remaining aligned with its global objectives. JCDecaux has been a signatory of the Diversity Charter since 2008. With this signature, the company is committed to promoting equal opportunities for women, employees with disabilities, seniors and visible minorities. By the end of 2024, the Group is exploring the possibility of extending this commitment to the European territory since the Diversity Charter movement has spread across Europe. In addition, the Group drew up its new gender-based professional equality policy in 2024, to be implemented from 2025. JCDecaux will also focus on Generations at Work in today's multigenerational context in which seniors and other generations must collaborate effectively.

The aforementioned projects are included in the roadmap of the Group's Social Policy for 2030.

In order to continuously monitor and improve these policies, JCDecaux takes the interests of its employees into account. To this end, a questionnaire addressing various topics was sent to all subsidiaries in order to identify the practices in force. At the same time, HR working groups met to determine the minimum requirements to be established within the Group. When a measure is developed, a benchmark of global policies and local practices is carried out, as well as an external benchmark of listed companies, in order to identify best practices and establish a common base adapted to the Group. It is important to note that the adoption of this policy varies according to the status of the Joint Venture.

Operationally and until 2026, the implementation of these policies is carried out jointly by the Sustainability and Quality Department and the Human Resources Department in France. The members of the JCDecaux Executive Board, as signatories to the Group Social Policy, are responsible for achieving the objectives set by the latter.

Furthermore, JCDecaux is committed to taking protective measures against all forms of violence and harassment in the workplace. Anti-harassment training is already available at the JCDecaux Academy. Additional actions will be rolled out in 2025 (see the Group Social Policy Focus).

An anti-harassment policy will be developed and rolled out at Group level in 2025. As some countries have already introduced their own dedicated policy, in accordance with their legal obligations, the Group intends to capitalise on these experiences to develop the necessary policies and best practices.

Diversity and inclusion actions (S1-4)

As part of its policies on diversity and inclusion, the Group has set itself a progressive action plan for 2030 related to the themes of gender equality, generations at work (age), nationalities and ethnic minorities, disability, and inclusion of LGBTQIA+. This plan focuses on the following:

- Ensuring one female application is presented at the final interview for each management position filled
- Reinforcement of a training and awareness-raising programme on stereotypes and prejudices (including topics on gender, generations at work, disability, nationalities and ethnic minorities and LGBTQIA+) for all employees through the JCDecaux Academy
- Implementation of the principle of equal pay for equal work across the Group, while taking into account regional differences, legislative frameworks and operational constraints
- Allowing personal leave in the event of life events or contingencies.

This Group action plan will be gradually strengthened locally and as the aforementioned themes are activated.

Focus on promoting gender equality

In 2024, women represented 33.9% of the total workforce and 51.9% of the workforce excluding operational and field employees. The difference between these two percentages is due to the underrepresentation of women in operational, technical occupations that make up a relatively large share of the Company's activities.

As part of its efforts to achieve a more balanced gender representation within its total workforce, in 2021 JCDecaux implemented a "Gender balance Plan" for its governing bodies. This plan was rolled out at Group level to ensure a consistent global approach composed of action levers adapted at a local level. This first Feminisation Plan was built around two Group-wide measures:

- Annual awareness-raising of stereotypes and prejudices among 100% of employees and managers who have access to the JCDecaux Academy (since 2022)
- The presentation of a female application, whenever possible, for each management position to be filled (since 2023).

In addition, the percentage of women in the executive management committees was included in the "ESG" criteria for executive variable compensation in 2021. The percentage of women in JCDecaux's executive management committees amounted to 34.4% in 2024 (in adjusted data), a slight increase compared to 2023 (34.1%).

In 2024, in view of the evolution of the regulatory framework and the increased attention of its stakeholders on this subject, the Group chose to reassess and strengthen its previous commitments. It has thus developed a Group-wide gender equality policy. This policy aims to increase the number of women and to value their contribution at all levels of the organisation (hierarchy and countries of operation). Approved by the Executive Board in November 2024, this policy will be implemented from January 2025 in all Group subsidiaries.

In France, several initiatives have emerged, such as "Les Talentueuses", a series of inspiring profiles of JCDecaux professionals, intended to encourage women to increase their career ambitions. In addition, since 2012, an institutionalised dialogue framework has enabled negotiations leading to the regular signing of formal agreements on issues related to professional equality.

In addition, in order to strengthen women's access to employment JCDecaux supports family leave, the right to protection related to the birth of a new child in accordance with ILO Convention No. 103 (on maternity protection) and personal leave initiatives promoting work-life balance. It is also one of the base principles of the Group's International Charter of Fundamental Social Values (*see section 2.1.3.1.4*). Leave for personal and family events is also the subject of a Group policy launched at the end of 2023 which will be gradually rolled out during 2025.

FOCUS "EQUAL PAY"

In 2019, in France, the law "for the freedom to choose one's professional future" placed a gender equality obligation on companies and created the Equal Pay index. This index is calculated annually based on the following five indicators: remuneration, salary increases, promotions, maternity leave, gender balance of top management. Our 2024 index is 94 points out of 100, exceeding the requirement of 75 points out of 100 set by law. For more information, please consult https://jcdecaux.fr/talents/faisons-connaissance#index-%C3%A9galit%C3%A9-femmes-hommes.

Since 2018, JCDecaux UK publishes a report on male-female wage equality. This report is available online on the JCDecaux UK site. To further promote gender diversity within the operational workforce, JCDecaux UK has also set up a programme and specific objectives in this area, including a recruitment campaign for women. This programme will enable increased diversity among the applicants selected, and will ensure a culture oriented towards support and inclusion. To achieve this, working roles and modes have been reviewed, as well as strategies for attracting applicants.

Diversity and Inclusion Targets (S1-5)

As with all the policies implemented by the Group, working groups made up of HR representatives from various subsidiaries participated in the development of this Policy. The working groups helped define the good practices and actions to be implemented in order to achieve the objectives set by the Executive Board. The effectiveness of this policy is measured via quantitative reporting at Group level, using the SIA internal data collection tool.

The Professional Equality Policy is structured around several objectives that the Group aspires to achieve and maintain by 2030:

• A percentage of women in the executive management committees equal to or greater than 40%. Scope of application:

The Executive Board of JCDecaux SE, the "Corporate" Departments - Directors and N-1, the subsidiaries constituting more than 80% of the Group's adjusted revenues

- A percentage of women in "middle management" equal to or greater than 40%
- A percentage of women in the "Field and Poster Preparation Functions" equal to or greater than 3%
- A percentage of women in "Other functions" equal to or greater than 50%.

The objectives for other diversity and inclusion topics will be specified in each country as local action plans are activated.

Diversity indicators (S1-9)

| Manager breakdown by gender | Positions held by women | | Positions held by | men |
|---------------------------------|-------------------------|--------|-------------------|--------|
| | In % | Number | In % | Number |
| Executive management committees | 34.4% | 62 | 65.6% | 118 |

| Employee breakdow by age | In % |
|--------------------------|-------|
| Under 30 | 5.6% |
| 30-50 | 54.6% |
| Over 50 | 28.6% |

2.1.3.1.8. Work-life balance (S1-1, S1-4, S1-5)

JCDecaux is committed to supporting its employees throughout their careers by implementing appropriate personal leave policies, enabling each employee to effectively manage their professional and personal responsibilities. These flexible practices promote the development and fulfilment of each employee.

| POLICY | OBJECTIVESS | 2024 RESULTS | ACTION PLAN |
|------------------------|--|-----------------------------|---|
| Personale leave policy | 100% of subsidiaries will implement the Personal Leave Policy by 31 December 2025 100% of eligible employees will have access to personal leave by 31 December 2025 | Being rolled out in 2024 | Ensure the proper implementation of the Personal Leave Policy in all subsidiaries concerned |

Work-life balance policies (S1-1)

JCDecaux's Personal Leave Policy offers family leave to take into account impacts on work-life balance.

The Group is aware that it is sometimes necessary to take time off from work in the context of personal events or contingencies, and allows its employees to take time for themselves or their families. This is why JCDecaux has developed a Group-wide Personal Leave Policy.

While working on the Group's premises remains essential, JCDecaux allows some of its employees greater flexibility in terms of work organisation. Each subsidiary is responsible for managing the working time of its employees in compliance with contractual and legal provisions, as well as with the principles set out in the International Charter of Fundamental Social Values. Working time in Group subsidiaries varies depending on the location and populations concerned. In 2023, as part of its Group Social Policy, JCDecaux committed to promoting agile working methods in the subsidiaries and for relevant populations. The objective is to offer a better work-life balance while supporting parent employees in the organisation of their professional and personal life within certain entities. The Executive Board is responsible for implementing this

policy on the recommendation of the Sustainability and Quality Department and the French Department of Human Resources and International HR Projects.

Thus, in 2024, 41.3% of employees worked remotely at least one day per week, compared to 39.7% in 2023. Some countries have stopped remote working for reasons of logistical constraints or available resources but also at the request of the employees. It should be noted that the non-operational headcount ("office") represents 56% of the Group's employees.

In 2024, the Group used alternating hours for 9.6% of employees. Night work is practised in 7.9% of the countries where the Group operates and 12.9% work during weekends and/or public holidays.

Actions relating to leave for personal and family events (S1-4)

The implementation of the Personal Leave Policy makes it possible to better take into account the contingencies and obligations of the private life of all JCDecaux employees. It thus improves everyone's work-life balance. This Policy was drawn up and communicated to all subsidiaries at the end of 2023. It was rolled out in 2024 and will be implemented in each subsidiary by the end of 2025. Through the Group's Personal Leave Policy, JCDecaux offers a policy covering various events relating to the private life of its employees:

- Leave in the event of natural birth and adoption
- Leave for employee caregivers (including for sick children under the age of 12)
- Leave in the event of death in the family
- Leave in the event of marriage or civil union.

Targets for leave for personal and family events (S1-5)

The Personal Leave Policy will define the following objectives by 31 December 2025:

- 100% of subsidiaries have implemented the Personal Leave Policy
- 100% of eligible employees will have access to personal leave.

As with all policies implemented by the Group, working groups made up of HR representatives from various subsidiaries participated in the development of this policy. They helped define the best practices and actions to be implemented in order to achieve the objectives set by the Executive Board. The effectiveness of this policy is measured through quantitative reporting at Group level.

2.1.3.1.9. Engagement with employees and representatives about impacts (S1-2)

In Europe, engagement with the Group's employees or its representatives is evolving thanks to the European Company Committee (ECC). In the rest of the world, an inventory aimed at a global and common understanding of the Group's principles was initiated.

European Company Committee (EC Committee)

The amendments of the articles of association of JCDecaux into a European Company was accompanied by the establishment of the European Company (EC) Committee, intended to define its role and its functioning with Management. During the first half of 2023, elections or appointments in each member country established a Committee of 27 full members and 16 alternate members

representing the 23 countries for four years. The Committee met for the first time in September 2023, to formalise its creation, then in December 2023 to share Jean-Charles Decaux's strategic orientations and a proposal for a new collective agreement for 2024.

This committee is a genuine tool for engagement with employee representatives and promotes understanding of the Group's European issues (operational, economic and social) and discussions on transnational issues. An agreement governing the functioning of this body was signed by the majority of its members. Relevant only on transnational issues, the EC Committee meets once a year, except for specific needs. It complements, but does not replace, the terms of engagement with employees and their representatives.

JCDecaux also uses direct engagement with employees, particularly with regard to the remediation process, described in section 2.1.3.1.10. A whistleblowing system accessible to all employees (S1-3).

Collective agreements and negotiations with employee representatives

JCDecaux commits to promoting the right to collective bargaining and freedom of association, as stated by the International Labour Organization. The Group is determined to create fair conditions for formal agreements for all and encourages free expression of its employees. Through its Group Social Policy, JCDecaux has endeavoured to strenghten its actions from 2024 [see section *Focus Group Social Policy*].

JCDecaux operates in more than 80 countries (in which collective trade union agreements relating to our business sector do not always exist) with entities of varying size, from over 3,200 employees in France down to a few dozen employees in the smallest subsidiaries. In the event that freedom of association or collective bargaining is restricted and the entity's employees do not have union representatives, the Group endeavours to enable and facilitate the implementation of alternative solutions. This includes the organisation of exchanges between employees and members of local management to discuss working conditions and professional concerns. The local regulations of certain subsidiaries may also not require formal employee representation. In this specific case, the local management organises discussions, both collectively and individually, in accordance with the principles of the International Labour Organization (ILO) and the principles of the Group's International Charter, in order to guarantee bottom-up social dialogue.

Staff representatives, meetings and agreements

| | GROUP | | | FRANCE | | |
|---|-------|-------|-------|--------|------|-------|
| At 31/12 | 2022 | 2023 | 2024 | 2022 | 2023 | 2024 |
| Staff representatives (number of terms of office) | 323 | 279 | 245 | 145 | 103 | 76 |
| Meetings with staff representatives | 368 | 291 | 230 | 112 | 67 | 44 |
| Agreements signed within the year | 37 | 50 | 33 | 8 | 11 | 5 |
| Agreements in force | 212 | 208 | 181 | 42 | 50 | 49 |
| % of employees covered by a collective agreement | 58.1% | 52.7% | 56.3% | 100% | 84% | 99.1% |

2.1.3.1.10. A whistleblowing system accessible to all employees (S1-3)

A whistleblowing and alert collection mechanism

Since 2001, JCDecaux has set up a whistleblowing system accessible to all its employees. This alert mechanism and the collection of alerts relating to the existence or occurrence of risks is rolled out to all Group subsidiaries as part of its Compliance strategy.

In addition to the regulations applicable in France on Vigilance, the framework for the whistleblowing and reporting mechanism consists of JCDecaux Group's International Charter of Fundamental Social Values and the principles of the United Nations Global Compact which the JCDecaux Group joined in 2015.

Completely revised in 2024 and now provided via an external platform ensuring security and confidentiality, guaranteed by two dedicated texts - the procedure for Collecting and Processing alerts and the Confidentiality policy - the whistleblowing system made available to employees makes it possible to collect and process any report relating to a breach of the Group's legal or ethical rules. An alert report is completed by the employee or stakeholder concerned to submit the alert, which is sent to the geographically competent Compliance Officer, responsible for processing the alert locally.

In order to ensure an effective and consistent implementation of the whistleblowing procedure in all Group subsidiaries, in line with the French legal and regulatory framework (and local framework for certain countries), this procedure includes two complementary means of alerting the Vigilance Committee through its Secretariat.

A reporting form is available on the subsidiaries' information systems, which is secure and accessible to all connected employees. It is available on the new digital whistleblowing platform, Whispli, designed to collect and process alerts in a secure and encrypted manner. It is accessible in the 17 languages used within the Group via the Compliance pages of the websites and intranets.

Moreover, employees retain the option to contact their line manager directly. The latter takes note of the report in a strictly confidential manner, with the exception of a report that he will submit to the Compliance Officer. The employee is also asked to formalise the request via the secure platform.

A corporate telephone line is intended for employees without professional Internet access. The option of reporting via a dedicated voice mail may also be available. The conversation will then be recorded on a sustainable and retrievable media, and the corresponding data stored under the security and confidentiality conditions set out in the procedure applicable to the digitised platform.

• A Compliance Officer, trained to use the tool, is present in each Group subsidiary to guarantee the availability of the system. In addition, tests are regularly carried out to verify the proper functioning of the tool.

Finally, any person who obstructs, in any way, the transmission of a report is liable to legal proceedings and sanctions (determined by the specific local laws applicable to the subsidiary) and/or disciplinary sanctions.

Monitoring and processing of alerts

As part of the processing of alerts, all actions - investigations, indepth internal/external inquiries - are carried out in accordance with the JCDecaux Group Internal Investigation procedure and the aforementioned procedures and policies in accordance with terms and guarantees compliant with the legal framework.

The skills of the various parties involved in the investigation (Compliance Department, Management, Human Ressources Department, Vigilance Committee, Ethics & CSR Committee) concerning the follow-up to be given to the alert are defined as well as the associated deadlines; if the breach is proven, the necessary measures to remedy and/or prevent it are taken. Within three months of the sending of the acknowledgement of receipt, the concerned employee is informed of the measures planned or taken to remedy the situation and of the closure of his or her case. The protection of the persons concerned against the risk of retaliation is ensured where necessary, and disciplinary and litigation proceedings are initiated if necessary. Lastly, information relating to an alert and the corresponding investigation (final report, recommendations, etc.) as well as the effective measures approved and implemented locally and/or at Group level, are reported in detail to the Vigilance Committee, the Ethics and CSR Committee (CERSE) and the Group's governance bodies.

In order to ensure regular and rigorous monitoring of the Group's Vigilance action, a dedicated internal governance body was created in 2018, the Group Vigilance Committee. Composed of representatives of the main functions concerned (Purchasing - Inventories & Production, Internal Audit, Communication, Sustainability & Quality, International Operations, Legal and Human Resources - International Projects), it is chaired by a member of the Executive Board and meets at least three times a year. Since 2023, it reports to the Ethics and CSR Committee (CERSE), composed exclusively of the Supervisory Board members.

This Executive Board's Committee examines reports in terms of vigilance (human rights, health and safety and the environment) submitted to it after examination by the relevant Compliance Officers and the Compliance Department, in accordance with the dedicated procedures for Collecting and Processing alerts, Confidentiality Policy, Internal Investigation Procedure, and makes recommendations on them or on any matter related to the Duty of Vigilance to the Ethics and CSR Committee (CERSE). Its Secretariat is provided by the Group General Counsel. The Compliance Department keeps a register listing all reports received by the Committee, directly or indirectly, as well as their processing by the relevant Compliance Officers (investigations carried out locally and/ or at the level of the Company's head office, responses to their authors, legal and operational monitoring). This register is kept in accordance with the regulations in force on the protection of personal data.

An annual report is prepared by the Group Compliance Department. It concerns all alerts received and processed during the previous year. In compliance with legal obligations of confidentiality and personal data protection, this report includes a quantitative and qualitative analysis of the data, and in particular: the types of issues reported, the rates of acceptance of the reports, and types of actions taken in response. It is submitted each year to the Vigilance Committee, the Ethics and CSR Committee and the Group's bodies. Employee knowledge of the whistleblowing mechanism and protection of users against retaliation

In accordance with the regulations applicable locally, the employee representative bodies were informed and/or consulted during the implementation of the alert system and its related procedures (procedure for collecting and processing alerts, confidentiality policy and internal investigation procedure). The first two are public and can be consulted in the Group's 17 working languages on its intranet and websites in 80 countries. General communication on these same intranets and through posters in business premises was also distributed, explaining the guarantees granted to the whistleblower and referring to the aforementioned procedures and policies.

Employees were informed of the whistleblowing system through an internal communication specifying the existence of the procedure for collecting alerts. Any updates to the procedure are also communicated to them through this channel. All employees must attend training courses on human rights, ethics and compliance. They aim to reduce the risks of negative impact and raise awareness of existing alert and reporting mechanisms. Each new employee is also informed of the existence of an alert system and is trained on the process via the HR platform and via the contact details of an external service provider, guaranteeing the effectiveness of the system.

In 2024, the Vigilance Committee examined fifteen reports for which it was competent. Most of these reports were received through the electronic whistleblowing procedure and involved 12 subsidiaries in Europe, Asia, Africa and Latin America. They concerned situations of potential violation of Vigilance rules in the following areas: wage discrimination or discrimination based on gender or sexual orientation, moral or sexual harassment, and environmental commitments. Strict investigations were carried out locally with high confidentiality and their conclusions were examined by the Committee, which approved them, as well as the related proposals and recommendations. In addition, the Committee's Secretariat received 40 reports for which it noted the Committee's unsuitability (e.g. advertising campaign content, driving, vandalism), which were forwarded to the concerned operational departments for processing. The cases analysed as admissible and opened in 2024 have now been closed except for two, which are still monitored locally, and for which the Committee regularly monitors progress.

This assessment reflects a good overall knowledge of the whistleblowing procedure by the employees, strong management involvement, and the proper functioning of the tools concerned.

In parallel with the overhaul of its procedures and policies, JCDecaux constantly updates the content of the training offered.

The ethics training cycle concerns all employees "connected" to JCDecaux's information systems in 80 countries. The corresponding module is an integral part of the onboarding procedure for new "connected" employees, as well as the mandatory training courses available from the JCDecaux Academy.

A redesign of the module is planned in 2025, in order to integrate the changes made within the Group (new alert system, new procedures for the prevention of conflicts of interest and sponsorship, update of the Ethics Charter, of the International Charter of Fundamental Social Values and the Supplier Code of Conduct) as well as in the legal and regulatory sphere (Waserman Act and CNIL reference framework).

Whistleblowers benefit from all legal guarantees of protection and confidentiality applicable to whistleblowers (confidentiality and absence of retaliation), in accordance with the applicable legal and regulatory framework of the Sapin II and Waserman Acts. The Group will not exercise, nor will it tolerate, any sanction, any dismissal or any discriminatory measure, direct or indirect, against a whistleblower in good faith, within the framework of this procedure, even if the facts subsequently prove to be inaccurate or give rise to no action. Similarly, a person may not be excluded from a recruitment procedure, access to an internship or a period of professional training, because of an alert made as part of this procedure. The following are also protected:

- Facilitators, i.e. any natural person or legal entity governed by private non-profit law, who undertakes to help the whistleblower in issuing his report
- Individuals in contact with the whistleblower (i.e. those who may be subject to reprisals in the course of their professional activities by their employer, clients, or service recipients)
- The legal entities controlled by the whistleblower, for which the latter works or with which it is in contact.

The Confidentiality Policy specifies the conditions under which the JCDecaux Group processes personal data as part of and for the purposes of its internal system for collecting and managing professional alerts. The JCDecaux Group ensures that this processing of personal data is carried out in compliance with the applicable regulations, in particular Regulation (EU) 2016/679, known as the General Data Protection Regulation (GDPR).

Employee confidence in these systems is ensured by feedback to managers and union and employee representatives.

For more details on the whistleblowing system, please refer to *2.2. Deployment of our vigilance approach.*

2.1.3.1.11. Protect personal data (S1-1, S1-4, S1-5)

As an employer, the Group's entities process the personal data of their employees for human resources management related purposes. JCDecaux guarantees to all its employees the protection of this information and the respect of their rights in accordance with the regulations in force.

| POLICY | OBJECTIVE | 2024 RESULTS | ACTION PLAN |
|--|---|---|---|
| | 100% of European employees with access to the JCDecaux Academy take the training dedicated to GDPR and its challenges | 100% | Promote new awareness-raising and communication actions among employees |
| Protection policy for personal data | 100% of European subsidiaries assessed on their GDPR compliance by 2025 | 100% of European subsidiaries have undergone audits dedicated to GDPR compliance ⁽¹⁾ | Complete all action plans and recommendations issued as part of the previous audits Conduct a GDPR compliance review of EU subsidiaries every two or three years from 2025 |
| | Establish global governance on personal data by 2030 | N/A | Harmonise practices across all Group subsidiaries via global governance |

Personal data protection policy (S1-1)

The policy on the confidentiality of employees' personal data takes into account the impact on their trust and compliance with the regulations in force.

Given that data protection laws and regulations are not unified and harmonised worldwide, the Group has decided to entrust the management and responsibility of matters related to this issue to the subsidiaries. Each company must therefore ensure that the processing of personal data is conducted in compliance with the local legal and regulatory requirements applicable to it, as well as the rights and freedoms of the employees concerned.

Consequently, for Group entities located in Europe, the processing of personal data is carried out in compliance with the provisions of the General Data Protection Regulation of 27 April 2016 ("GDPR").

To ensure compliance with the GDPR, a compliance programme was introduced as soon as it came into force in May 2018. This programme has made it possible to roll out policies, procedures and practices, which are regularly reviewed.

Operationally, each subsidiary is responsible for deploying the GDPR compliance program. Some have appointed a Data Protection Officer, in accordance with Article 37 of the GDPR. They are responsible for informing and advising the management of the subsidiary and the employees who process the data on their obligations under the GDPR, as well as monitoring compliance with the GDPR and the Company's internal rules. Subsidiaries that have not appointed a Data Protection Officer have appointed a "Privacy Manager" in charge of assisting the subsidiary on matters relating to the protection of personal data.

At Group level, a GDPR Steering Committee oversees and controls the deployment of the GDPR compliance programme. This Committee meets on a regular basis (three to four times a year) and brings together members of the main Corporate departments concerned (Legal Department, Information Systems Department, Data Corp Department and Internal Audit Department) and the Data Protection Officer France. It is chaired by the Group Chief Financial and Administrative Officer, a member of the Executive Board. Outside the scope of the GDPR, compliance with the applicable local regulations on personal data is carried out at local and/or regional level by the teams concerned. Where relevant and subject to the necessary adaptations, the policies, procedures and documents produced for the GDPR scope are implemented in the other countries.

Actions relating to the protection of personal data (S1-4)

As part of the GDPR compliance programme, the following main actions are implemented:

- Any new project involving the processing of personal data is subject to a prior compliance study, where applicable a data protection impact assessment, followed by the implementation of the various required actions to ensure and maintain this compliance
- The various processing operations are recorded in the register of processing activities of the entity concerned
- Employees are informed of the processing of their data, through a Data Protection Policy or any other information notice made available to them on the local intranet or by any other means. To date, there is no single Employee Data Protection Policy for all entities subject to the GDPR. The information put in place for the French entities has been sent to the other Group entities in order to serve as a model: each of them remains responsible for the processing it implements and the information it provides to its employees. For French entities, the employment contracts of all employees include a clause informing them of the processing of their personal data by the Company, as well as a specific confidentiality commitment concerning the personal data to which they may have access as part of their duties. Similarly, the User Charter for the use of IT resources and social networks reminds employees of the rules applicable to personal data and the penalties incurred in the event of non-compliance, and informs them of the data processing conducted within this framework

• Suppliers who process personal data on behalf of JCDecaux (as a subcontractor) are subject to a prior assessment questionnaire in terms of security and GDPR. They must undertake to comply with the JCDecaux Group's security requirements, sign the Supplier Code of Conduct (which includes compliance with the principles of personal data protection, by both JCDecaux and the supplier) and the contract must include GDPR clauses as well as a personal data processing agreement.

From the 2021 fiscal year, dedicated GDPR compliance audits were carried out by the Internal Audit Department in the majority of the Group's European subsidiaries. Following these audits, recommendations and action plans were issued and were monitored and verified on a regular basis. In 2024, the vast majority of action plans were completed, with the exception of a few open recommendations that must be closed in 2025. This first series of in-person audits was supplemented in 2023 by a remote audit (via a questionnaire) dedicated to the implementation of GDPR measures related to IT security. The recommendations issued as part of these additional audits are checked regularly and must be completed in 2025.

Communication and awareness-raising initiatives were carried out with employees to help them understand the various issues and risks related to personal data as well as the Group's values and requirements on the matter. A digital learning module dedicated to the GDPR is mandatory for all "connected" employees of the Group's European subsidiaries and several communications have been distributed.

Personal data protection targets (S1-5)

Three targets stem from the commitments made by JCDecaux:

- 100% of new "connected" European employees are trained in GDPR digital training (annual). The objective is to make all "connected" employees aware of ethical issues and issues related to personal data so that they are able to identify and understand these subjects when handling such information in their roles
- 100% of European subsidiaries assessed on the management and use of personal data by 2025. The Internal Audit Department regularly monitors action plans and audit recommendations, in conjunction with the subsidiaries concerned. The objective is to ensure that all the Group's European subsidiaries comply with the requirements of the GDPR and implement the required actions in this respect
- Establish global governance on personal data by 2030. The objective is to harmonise the practices and requirements of the Group's various subsidiaries, which depend on the local laws in force, in order to achieve a common policy applicable throughout our subsidiaries. This will involve the publication of a Global Charter or similar document, applicable and applied worldwide.

2.1.3.2. Responsible value chain (ESRS S2)

2.1.3.2.1. Material impacts, risks and opportunities, and their interaction with the strategy and the business model (SBM-3)

For several years, JCDecaux has been working to improve the social and environmental footprint of its value chain, by ensuring compliance with the Group's values and Charters. The Group also supports its suppliers in adopting and applying more responsible practices. The process of identifying IRO related to the Company's value chain was an integral part of the double materiality assessment process described in section 2.1.1.4.1. Procedure for identifying and assessing material impacts, risks and opportunities (IRO-1).

The list of the material IRO is presented in the following table:

| Торіс | Type of IRO | Description | Upstream value chain | Our operations | Downstream value chain |
|---|-------------|--|-------------------------|-------------------|---------------------------|
| Health and safety (value chain) - S2 | Impact | Importance given to the health and safety of workers in the value chain | х | | |
| Human rights (value chain) - S2 | Risk | Failure to respect fundamental labour rights and workers' human rights in the value chain | х | | |

These IRO interact with the strategy and the business model, as they constitute levers of productivity and competitiveness. Poor management of workers in the value chain can result in repercussions on the Group's reputation as well as financial sanctions. All workers in the upstream value chain are affected by these IRO. The impact is not generalised, but incidents related to individual incidents. In the event of a negative impact, JCDecaux reserves the right to terminate the commercial relationship with the concerned third party as described in section 2.1.3.2.2. Workers in the upstream value chain.

2.1.3.2.2. Workers in the upstream value chain

Policies related to workers in the upstream value chain (S2-1)

| POLICY | OBJECTIVES | 2024 RESULTS | ACTION PLAN | |
|---|---|--------------|---|--|
| | 100% of key suppliers assessed every year | 100% | | |
| Policies related to workers in the upstream value chain | 100% of key suppliers sign the Supplier Code of Conduct every year | 100% | | |
| | 30% of sustainability criteria included in supplier qualification and evaluation | Achieved | Annual assessment of suppliers for verifying t application of the Supplier Code of Conduct | |
| | 100% of purchasing correspondents in subsidiaries completed the "Responsible Purchasing" training | 100% | | |
| | 100% of key direct suppliers audited at least every five years by 2030 | 53% | | |

The supplier policy aims to take into account the impact on Health and Safety and prevent risks to the human rights of workers.

Ensure respect for workers' rights in the upstream value chain

Suppliers are at the heart of the Group's quality processes. JCDecaux has chosen to entrust the production of its products and solutions to trusted third parties. Some of these suppliers are located in countries that have not ratified all the Fundamental Conventions of the International Labour Organization. However, JCDecaux asks its key suppliers and new suppliers to comply with these international standards through its Supplier Code of Conduct, of which it requires ratification. The Group Research, Production and Operations Department is responsible for the implementation and application of this Code.

The Group Purchasing Department selects suppliers via a preselection process, taking into account social issues, in particular human rights and labour rights criteria. This pre-selection tool allows to determine if a supplier meets the requirements laid down by JCDecaux to join the panel of suppliers or a Group country. The Supplier Code of Conduct requires them to comply with local, national and international regulations in force and applicable in employment and professional relations related matters. As a minimum, suppliers undertake to respect the rights of their employees concerning:

- The prohibition of forced labour (ILO Conventions Nos. 29 and 105)
- The prohibition of child labour (ILO Convention No. 138)
- Freedom of association and collective bargaining (ILO Conventions Nos. 87 and 98)
- Equal treatment (ILO Conventions Nos. 100 and 111)
- Human treatment
- Working hours (ILO Convention No. 30)
- Remuneration
- Paid leave
- Maternity leave
- Social security.

This Code also covers aspects of health, safety and hygiene. Suppliers must at least comply with the laws and regulations in force in their jurisdiction; they are required to take the necessary measures to ensure a safe and healthy working environment to their workers, and preserve their physical integrity in accordance with ILO Convention No. 155, as well in manufacturing workshops, offices, outdoor facilities as in areas such as cafeterias and company restaurants. By signing the JCDecaux Supplier Code of Conduct, suppliers accept the terms and undertake to comply with the minimum required by JCDecaux, namely:

- Workplace safety
- Safety training
- Emergency preparedness
- Prevention of workplace accidents
- Workplace hygiene.

JCDecaux will favour suppliers who have obtained health and safety management certification in order to assess, control and anticipate the risks related to their activities and raise employee and supplier awareness (ISO 45001 or equivalent). Clauses related to respect of human rights and the protection of health and safety are included in the General Purchasing Conditions (GPC). Suppliers must strictly comply with labour legislation, guaranteeing fair working conditions that respect the applicable standards in terms of working hours, rest, and holidays. They ensure all practices related to compensation and social security contributions are scrupulously respected. In addition, the GPC requires suppliers to comply with all regulations in force for work carried out in the context of commercial relationships, including those carried out by third parties. They must ensure a safe working environment for their employees by effectively managing schedules and workforce to prevent any risk. These measures are essential to ensure optimal protection of workers, prevent undeclared work practices, and ensure full compliance with legal and ethical standards.

An annual assessment questionnaire for key suppliers measures social performance related to respect for fundamental human rights, working conditions, suppliers' health and safety, and equal opportunities. In addition, every five years, an audit of key direct suppliers is carried out by a pair or a trio consisting of a buyer, a quality expert and a logistics specialist, to ensure their compliance with and adherence to the Supplier Code of Conduct. This audit gives rise, if necessary, to an action plan, monitored in the Qualishare tool for monitoring ISO 9001 and 14001 certified processes at the Plaisir site.

A supplier onboarding procedure was launched in the United Kingdom at the end of 2024, followed by France in the first quarter of 2025, and will be gradually extended to Corporate and Europe in 2025. This procedure completes the Supplier Code of Conduct and aims to ensure efficient integration in line with JCDecaux's requirements. Suppliers will be required to complete a questionnaire covering social aspects (including policies on respect for fundamental human rights) as well as health and safety. They are also asked to provide the necessary certifications and to demonstrate their compliance with the legal and regulatory restrictions in force. Suppliers are qualified to join the JCDecaux panel only after having met all these conditions. The application of this procedure will be verified by the Purchasing Department and the Internal Audit Department. The procedure will be supplemented in 2025 by a digital tool including an alert system.

For more information on the Supplier Code of Conduct, please refer to section 2.1.4.2. Management of relationships with suppliers (G1-2).

Commitment with workers in the value chain is detailed in chapter *Our ESG approach - General Information, ESRS 2 SBM-2,* section 2.1.3.1.9. Engagement with employees and representatives about impacts (S1-2) and section 2.1.3.2.3. Processes for engaging with value chain workers about impacts (S2-2).

Measures in the event of impact on workers' rights

The framework agreements governing supplier relationships include a clause specifying the obligation to comply with the Supplier Code of Conduct, particularly with regard to human rights. This Code is also systematically appended to contracts.

JCDecaux expects its suppliers to undertake to bring the principles of this Supplier Code of Conduct to the attention of their own suppliers, service providers and subcontractors and to ensure that they are respected, and to work with suppliers and subcontractors complying with these obligations, acting in accordance with the laws and regulations applicable in the jurisdictions in which they operate.

In the event of non-compliance with the Supplier Code of Conduct and violation of the human rights of workers, JCDecaux reserves the right to terminate any contract with this supplier, in accordance with its General Purchasing Conditions.

Procedure on the fundamental rights of workers in the upstream value chain

Human trafficking, forced or compulsory labour and child labour are explicitly included in the Supplier Code of Conduct. It specifies the following elements:

- Prohibition of forced labour: suppliers are prohibited from using any form of forced or compulsory labour obtained under the threat of sanctions, the withholding of identity documents, any security deposit from workers, or any other constraint
- Prohibition of child labour: suppliers prohibit the employment of individuals below the age required to complete compulsory schooling in their jurisdiction or below 15 years of age

 Humane treatment: suppliers ban all forms of corporal punishment, moral or physical violence, psychological or sexual harassment.

Alignment with international instruments

The Supplier Code of Conduct was developed based on the leading recognised international standards, the guiding principles of the Organization for Economic Co-operation and Development (OECD), the Universal Declaration of Human Rights of the United Nations (UN), and the eight Fundamental Conventions of the International Labour Organization (ILO). It reflects JCDecaux's expectations in terms of ethics, human rights, occupational health and safety and the environment.

By signing the JCDecaux Supplier Code of Conduct, the supplier fully accepts its terms and undertakes to comply strictly with the principles set out. Once signed, it is an integral part of all contractual purchasing documents signed between any company of the JCDecaux Group and the supplier concerned.

 $\mathsf{JCDecaux}$ is not aware of any human rights violations involving workers in the value chain.

2.1.3.2.3. Processes for engaging with value chain workers about impacts (S2-2)

The management of impacts on workers is taken into account as soon as a new supplier is referenced. Site visits are organised to ensure that buildings comply with the construction, maintenance and safety standards in force - regular inspections of the workplace must be carried out by experts - and to ensure that machinery and equipment in the workplace are secure. JCDecaux ensures that workers are trained in the use and safety procedures specific to these machines and equipment. Health and safety risks must be identified and assessed, prevention procedures and action plans must be put in place to eliminate or reduce these risks and workers must know how to react in the event of an emergency.

Engagement with suppliers is carried out through the annual assessment of key direct and indirect suppliers, supplemented by audits for key direct suppliers every five years. For more information, please refer to section 2.1.3.2.2. Workers in the upstream value chain.

The operational functions within the Group Research, Production and Operations Department are responsible for the process of taking into account the interests of the value chain.

2.1.3.2.4. Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those action (S2-4)

JCDecaux reserves the right to terminate commercial relations with a supplier involved with negative impacts on workers in the value chain. In this respect, in 2019, the Group ended its relationship with a supplier that had failed to comply with human rights principles.

As mentioned in the chapter on Policies, the Group has implemented a Supplier Code of Conduct to guarantee respect for the fundamental rights of workers within its suppliers. Suppliers are assessed annually; this system is presented in section 2.1.3.2.2. Workers in the upstream value chain.

The Group's Health & Safety Policy, which also covers subcontractors, aims to promote a health and safety culture. For more information, please refer to chapter *Promote an exemplary Health & Safety culture (S1-1, S1-4, S1-5, S1-14)* of this document.

2.1.3.2.5. Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities (S2-5)

Objective setting process and terms of engagement with value chain workers

- 100% of key suppliers assessed every year
- 100% of suppliers sign the Code of Conduct every year
- 30% of sustainability criteria included in supplier qualification and evaluation

2.1.3.2.6. Workers in the downstream value chain (advertisers & landlords)

In order to comply with the obligations of the Sapin II law, JCDecaux is working on an assessment process for its key advertiser customers. A dedicated campaign is under way for 2024 to identify and assess key customers in the areas of business ethics and ESG.

A key customer is defined as an advertiser, agency or *media specialist* representing more than 1% of revenue generated (i) in the Group's top 20 countries, and (ii) in the countries with the lowest scores in terms of corruption, by combining the CPI index of Transparency International, the Freedom House Index on human rights and the United Nations SDG index, *i.e.* a total of nearly 1,159 customers in 49 countries.

The process takes place in four stages:

- Key customers are identified using the Group database recording revenue by advertiser and by country, then validated by the Sales Departments in the subsidiaries
- These customers are then assessed, with the assistance of a service provider specialising in economic intelligence, with regard to any embargoes and international sanctions applied to their country of operation, their field of activity or their legal entity

- 100% of purchasing correspondents in subsidiaries completed the "Responsible Purchasing" training
- 100% of key direct suppliers audited at least every five years (by 2030).
- 3. In the event of a negative assessment, they are asked locally to complete a Compliance Questionnaire and to commit to a Client Charter setting out the values and commitments to be shared with JCDecaux in the areas of business ethics and ESG
- 4. If the response is deemed insufficient, a second, more in-depth assessment is carried out with the same service provider and, in the event of negative feedback, the governance bodies are asked to approve the continuation or not of the business relationship.

The assessment campaign, conducted locally by the Sales Departments of the subsidiaries and coordinated by the Compliance Department at Group level and the Compliance Officers locally, will be renewed every two years. The approach and related documentation are validated by the Executive Board and the Ethics and CSR Committee, a specialised committee of the Supervisory Board.

The whistleblowing system described in section 2.1.3.1.10. A whistleblowing system accessible to all employees (S1-3) also allows users to raise concerns. This mechanism is accessible to all stakeholders on the JCDecaux website to raise alerts related to ethics and vigilance (S2-2).

2.1.3.3. Responsible communication and our commitments to end-users (ESRS S4 SBM-3)

The term "Group end-users" refers to citizens who directly interact with JCDecaux's products and services in their daily lives, namely:

- Pedestrians and motorists exposed to billboards
- Pedestrians using urban furniture designed by JCDecaux, such as benches, public toilets, etc.
- Public transport users using bus shelters
- Users of self-service bicycles installed and managed by JCDecaux.

The list of the material IRO is presented in the following table:

All users are affected by these IRO and can report a negative impact during the satisfaction surveys conducted with them.

The process of identifying IRO related to the Company's consumers and end-users was an integral part of the double materiality assessment process described in section 2.1.1.4.1. Procedures for identifying and assessing material impacts, risks and opportunities (IRO-1).

| Торіс | Type of IRO | Description | Upstream value chain | Our operations | Downstream value chain |
|-----------------------------------|-------------|--|-------------------------|-------------------|---------------------------|
| | Risk | Financial and reputational risk related to non-compliance with international and local cybersecurity laws and regulations | | х | х |
| Cybersecurity - S4 Risk | | Financial and reputational risk related to the piracy of digital screens and/or digital content | | х | х |
| | Impact | Protection of consumer personal data | | | х |
| Responsible communication - S4 | Impact | JCDecaux's broadcasted campaigns that respect legal advertisement conditions | | | х |

(Impacts, risks and opportunities (IRO)

2.1.3.3.1. Responsible communication (S4-1, S4-3, S4-4, S4-5)

With an audience of more than 850 million people every day worldwide, JCDecaux is convinced of the potential positive impact of OOH advertising and works to amplify responsible communication. This is also a growing expectation among the Group's audiences and in society in general: 80% of consumers say they are attentive to the impact of their daily behaviour on climate change, and one in two consumers say they are more concerned by the environment than last year.

By taking care of these various aspects, JCDecaux demonstrates its commitment to providing a high-quality and ethical service.

In order to accurately and fully measure the advertising effectiveness of its products and services, JCDecaux is actively

involved in conducting various satisfaction surveys. These surveys are conducted directly with end-users thanks to the expertise and efficiency of its dedicated customer service team. In parallel, feedback is collected from local authorities and landlords, allowing the Company to obtain a complete and in-depth view of the impact of its communication. These initiatives reflect JCDecaux's commitment to continuously improving the quality of its offers and to better meet the expectations of its users.

If they wish to raise their concerns, end-users can also use the whistleblowing system developed in section 2.1.3.1.10. A whistleblowing system accessible to all employees (S1-3). This mechanism is accessible to all stakeholders on the JCDecaux website to raise alerts related to ethics and vigilance (S4-3).

| POLICY | OBJECTIVES | 2024 RESULTS | ACTION PLAN |
|--|--|---|---|
| Responsible communication policy | 100% of our countries commit every year to implementing and applying the principles of our Code of Conduct for Out-of-Home display Enabling our advertiser customers to know the environmental, economic and social impact of their advertising campaigns | 100% of our countries had deployed our Code of Conduct for Out-of-Home display by the end of 2022 Responsible communication training tests Development of the 360 Footprint tool is underway internationally (interface and methodological framework) | Disseminate annually responsible content and campaigns in line with JCDecaux's advertising ethics Establish a control process by 2025 Train local teams (Retail, Marketing, City Relations and Communication) on the responsible advertising challenges by 2025 Deploy a tool in our countries to measure advertising campaigns that meet the ESG challenges of our advertising customers - five countries by 2025 |

JCDecaux is firmly determined to promote responsible advertising campaigns and actively support public interest communication. This responsible approach aims to elevate the advertising content to a level of social utility, while strengthening the bond of trust with the public and its users. By supporting a public interest communication, JCDecaux demonstrates its commitment to use its influence to promote a more ethical and responsible future, where advertising becomes a vector of positive and conscious change.

JCDecaux has developed two complementary pillars to support this commitment.

The Code of Conduct for Out-of-Home display

In 2022, in its Code of Conduct for Out-of-Home display, the Group formalised its display policy for advertising campaigns posted / broadcast on its networks, in accordance with its values and principles. This Code has been rolled out to all Group countries to ensure compliance with ethical rules wherever it operates.

Thanks to this dedicated Code, JCDecaux has reaffirmed its commitment to its customers, partners and end-users worldwide to respecting the following universal principles:

- Freedom of expression
- Freedom of commerce and industry
- Respect for human dignity and human rights
- Respect for gender equality
- The rejection of racism, anti-semitism and any discrimination based on belonging to an ethnic group or cultural community, gender, sexual orientation and identity, and philosophical and/or religious convictions
- Respect for children and adolescents

- The rejection of violence and incitement to any act that is illegal or endangering the health and safety of people
- Respect for decency, honesty and truthfulness.

These principles are aligned with the Universal Declaration of Human Rights of the United Nations of 10 December 1948, the United Nations Convention on the Rights of the Child of 20 November 1989, and the United Nations Convention on the Rights of the Child, the Convention for the Protection of Human Rights and Fundamental Freedoms of the Council of Europe of 4 November 1950 and the Charter of Fundamental Rights of the European Union (EU) of 7 December 2000.

Controlling campaigns in accordance with the principles of the Code of Conduct

Each JCDecaux entity ensures that it implements a procedure to verify the compliance of advertising content with the regulations applicable in the country in question, our contractual commitments with regard in particular to the public authorities and the Group's values as described in the Code of Conduct for Out-of-Home display. This includes themes such as alcohol consumption, the human image, products targeting young people or the environmental virtues or impacts of certain products.

In addition to regulations, this Charter demonstrates its commitment to respectful, ethical and responsible communication.

To ensure compliance, the majority of the Group's countries have established, since 2022, a local advertising billboard committee composed of representatives of the departments present in the country and concerned such as the departments in charge of the following subjects: Public affairs, Legal, Sales, Marketing, Sustainability & Quality and Communication. This Committee is responsible for examining the compliance of advertising content as well as monitoring via a dedicated register that lists the campaigns rejected, accepted or accepted with modifications. In France, a country that is particularly demanding in terms of regulations concerning advertising content, 4,405 campaigns were audited in 2024. Among them, 1,036 were amended before broadcast or refused for regulatory reasons following a decision by the Legal Department, or for ethical reasons following a decision by the French subsidiary's internal Advertising Ethics Committee.

The dissemination of an advertising campaign involves a collective responsibility for all stakeholders in the chain (design, customer, display, final beneficiary). Although JCDecaux does not directly create any visuals, its teams strive to raise awareness among advertisers and their agencies about the challenges of responsible communication. In order to encourage responsible campaigns, and in line with these two pillars, JCDecaux has defined an action plan for 2030. It is based on the following actions:

- Disseminate responsible content and campaigns in line with JCDecaux's advertising ethics
- Implement a control process by 2025
- Set up a specific training module by 2025
- Train local teams (Sales, Marketing) in the challenges of responsible communication by 2025.

In connection with responsible campaigns, JCDecaux has defined the following target:

100% of the Group's countries commit to implementing and applying annually the principles of the Code of Conduct for Out-of-Home display.

Advocate for public interest communication

With a view to guaranteeing public interest communication, the Group has defined the following three objectives:

| POLICY | OBJECTIVES | 2024 RESULTS | ACTION PLAN |
|---|--|---|---|
| | Support a major cause related to the Group's activities every year | Partnership with the United Nations Secretary-General's Special Envoy for Road Safety | BY 2025 Ensure the campaign is rolled out in the Group's 80 countries |
| Advocate for public interest communication | 100% of the Group's countries, representing 80% of the adjusted annual revenue, contribute to support one or more United Nations SDGs by 2025 at the latest | The promotion of these specific support actions for major causes represents 2.2% of the Group's advertising revenue (stable vs 2023). | Ensure the quality and reliability of reporting on major causes Establish local governance to direct free support towards the Uited Nations Sustainable Development Goals by 2025 |

Since its creation, being aware of the influence of its media, JCDecaux has been committed to numerous associations serving major causes such as road safety, environmental protection, access to health, Eradication of Poverty and Protection of Terrestrial Fauna and Flora. The Group's commitment is reflected in the free display of advertising panels in partnership with local actors (nonprofits, governments, etc.) to raise awareness among citizens and promote solutions to social, societal and environmental issues. In September 2023, as part of a global partnership, JCDecaux and the United Nations launched a road safety campaign to combat the leading cause of death among young people aged 5 to 29. Under the motto #MakeaSafetyStatement, the campaign brings together celebrities to encourage road users to adopt simple and effective rules to drive safely. Since 2023, the campaign has been broadcasted in more than 40 countries by JCDecaux which has committed to rolling it out in 80 countries by the end of 2025.

Calculating our advertising campaigns footprint

In order to raise the awareness of its advertising customers in the assessment of their scope 3, JCDecaux France has developed a new tool, 360 Footprint effective since the beginning of 2022. The calculator takes into account the economic, social and environmental footprint and offers customers a holistic view of the challenges associated with their advertising campaigns.

This multidimensional footprint is based on four indicators: CO_2 emissions, water consumption, Full-Time Equivalents (FTE) supported and the value in euros generated in the French economy. The overall methodology has been certified by an Independent Third Party (EY). 360 Footprint is a robust and reliable tool that makes it possible to measure all campaigns at the request of customers. Building on the experience of the pilot in France, the Group started the development of a new version in 2024, covering the airports and large format universes in addition to street furniture, and is carrying out an international deployment of the calculator in 2025.



2.1.3.3.2. The protection of end-users personal data (S4-1)

Under contracts signed with certain cities and local authorities, JCDecaux deploys self-service bicycle services and is required to process personal data concerning the users of these services. JCDecaux ensures that the personal data of service users are processed in accordance with applicable legislation, and in particular the GDPR, since almost all self-service bicycle systems are deployed in Europe.

The main measures implemented to this end include:

- Data minimisation: the user experience is designed to collect only the personal data necessary for the provision of the service
- Limitation of storage: the retention periods for personal data adapted to the purposes for which the data are processed have been defined, according to both operational and legal needs
- Integrity and confidentiality: appropriate technical and organisational measures are implemented to guarantee the security, confidentiality and integrity of users' personal data, to prevent them from being distorted, damaged or altered, accidentally or unlawfully destroyed or communicated to unauthorised third parties
- Management of subcontractors (as per GDPR): service providers processing the personal data of vls users on behalf of JCDecaux are subject to a prior compliance analysis and their obligations are governed by contracts including a data processing agreement
- Transparency: users are informed of the processing of their data and the rights they have via a Data Protection Policy available on the website and mobile application of the service concerned. They can exercise their rights under the GDPR (access, rectification, deletion, limitation, portability and opposition) by contacting the local Data Protection Officer.

2.1.3.3.3. Ensure the security of our digital activities (S4-1, S4-4, S4-5)

In 2024, JCDecaux broadcasted 190,000 campaigns on 40,000 digital screens in 68 countries. Any external or internal attempt to access these digital screens in order to broadcast uncontrolled messages may result in (i) affecting the Group's reputation (particularly if messages that are malicious or that do not comply with the regulations in force are broadcast), (ii) limit the Group's ability to offer its customers credible media solutions and (iii) significantly impact the Group's results.

For the past ten years, JCDecaux has been developing a strategy to manage these risks based on three pillars: Protect, Control and React in the event of an abnormal situation. This global strategy is applied in all of the Group's countries and throughout the Group's information system. It applies in particular to the software platform for distributing advertising campaigns, an ISO 27001-certified platform since May 2023. Its main purpose is to:

1. Regularly strengthen the protection of access to the digital campaign software platform

A security policy, revised annually and based on market standards (ISO 27000, ANSSI, CIS, etc.) has been implemented. It includes strict rules in terms of architecture (data encryption, secure access, controlled exposure to the Internet, etc.). Its implementation is placed under the authority of the Group Chief Information Officer, who reports to the Chief Financial Officer, IS and Administration.

2. To secure "at source" the software components that make up the digital campaign software platform ("DevSecOps" strategy)

The applications developed by JCDecaux are secured starting from the development phase ("by design"), in accordance with the 10 golden rules of security in the code defined by the Open Web Application Security Project (OWASP).

Security principles are integrated from the design phases of the applications and the control of their proper application is automated. Specialised skills in the security teams support the implementation of this process.

3. Continuously improve SOC (Security Operation Centre) anomaly detection capabilities

24/7 monitoring and surveillance tools, in particular a Security Operation Centre (SOC), are in place, enabling a rapid response to incidents.

A control system based on vulnerability tests (Penetration Tests) and technical controls are carried out on a daily basis.

4. Track performance indicators

The resources and processes implemented are monitored *via* indicators monitored daily (in the event of suspicious situations reported by the SOC), monthly by the Chief Information Officer and as part of a quarterly management review. These indicators are also checked as part of the operations carried out by the Internal Audit Department. The analysis of these indicators gives rise to remediation plans submitted to the Executive Board for approval.

In addition to this "cyber-policy" aimed at securing the software platform for distributing digital campaigns, the Group is also developing initiatives in order to:

- Secure physical access to the street furniture in which the digital screens are installed: definition of reinforced lock standards for our "small format" furniture, key management procedure and implementation of audit grids for the accessibility level of technical rooms for large format screens.
- Regularly raise awareness among all teams (technical and opeRrational) of cyber risks through mandatory cybersecurity training, as well as mock "phishing" campaigns.

| POLICY | OBJECTIVES | 2024 RESULTS | ACTION PLAN |
|----------------------|---|---|--|
| Cybersecurity policy | Zero security incidents that created a general interruption of service or resulted in the undetected broadcast of unwanted content on digital screens for which the broadcast is controlled by and under the responsibility of JCDecaux (annual target) | Zero incidents | Continuously improve SOC (Security Operation Centre) capabilities |
| | Obtain and renew ISO 27001 certification for digital operations every year from 2022 | Renewal of ISO 27001 certification in 2024-2025 obtained | ISO 27001 renewal |

2.1.4. CONDUCT BUSINESS ETHICALLY AND SUSTAINABLY (ESRS G1)

JCDecaux operates, and has a duty to operate responsibly and sustainably in all the markets where it is present. This commitment applies to its employees, customers and suppliers, local and regional authorities as well as its competitors. Keen to inspire a culture of responsibility within its ecosystem, the Group strives to ensure ethical business conduct, to fight against all forms of corruption or influence peddling and to support its suppliers and partners in adopting and implementing more responsible practices.

Procedures for identifying and assessing significant impacts, risks and opportunities (IRO-1)

The process of identifying impacts, risks and opportunities (IRO) related to business conduct corresponds to the overall process implemented at Group level as part of the double materiality assessment described in the section 2.1.1.4.1. Procedure for

identifying and assessing material impacts, risks and opportunities (*IRO-1*). In addition, issues related to business conduct have been analysed during the review of the Group's risk mapping. Please refer to the chapter 4. *Risk factors and internal control*.

2.1.4.1. Corporate culture and business conduct policies (G1-1 and ESRS 2 GOV-1)

36% of the Group's workforce and 25% of its revenue (in adjusted data) are located in countries where the level of corruption is perceived as high (index below 60 according to the NGO Transparency International). Therefore, JCDecaux must ensure the ethical conduct of its business and continue to fight against corrupt practices, which are part of the management and mitigation of material risk (IRO) related to reputation and finances in case of non-compliance with international and local laws and regulations, including business ethics.

| POLICY | OBJECTIVES | 2024 RESULTS | ACTION PLAN |
|--------------------------|---|--------------|---|
| Ethical Business Conduct | 100% of new employees signed their commitment to respect the Group's Code of Ethics | 100% | Communicate on the Group's Code of Ethics Update and distribute a training module dedicated to the Group's ethical values, adapted to its audience Update and ensure the proper dissemination of the whistleblowing system to collect alerts from whistleblowers, and ensure their protection |
| Policy | 100% of new suppliers and key suppliers have signed the Supplier Code of Conduct | 100% | Ensure the proper application of procedures to prevent and detect acts of corruption Update and ensure the proper dissemination of the whistleblowing system to collect alerts from whistleblowers and ensure their protection Update the Supplier Code of Conduct whenever a major change alters the Group's expectations (stakeholders) |

Promote ethics with our partners

JCDecaux's Code of Ethics seeks to formalise the rules of business conduct applicable to all Group employees with our customers, landlords and suppliers/service providers. In particular, it highlights three Fundamental Ethical Rules (and associated Principles of Good Business Conduct) relating to (1) the prevention and fight against corruption and influence peddling, (2) the prohibition of anti-competitive practices, and (3) the obligation of accuracy and transparency in accounting and financial areas.

Relayed by the Group Compliance Department and the Compliance Officers in the countries, the Group Legal Department and the regional Legal Departments as well as by the Regional and country managers, the members of the JCDecaux Executive Board are directly responsible for the distribution of the Code of Ethics and the values and principles that it promotes in all subsidiaries. Local management in each country is tasked with enforcing and applying the rules and principles detailed therein, notably through a Code of Good Conduct integrated into the Code and dealing with the Group's interactions with administrations, suppliers and clients as well as employees rights and responsibilities.

Initially published in 2001 and available on the Group's public website (in French and English) and the Group's intranet sites (in 19 languages), it has been updated several times and most recently in 2018.

To ensure its proper dissemination and understanding, the internal version of the Code of Ethics links each Fundamental Ethics Rule and Principle of Good Conduct with a practical guide to help employees have a better operational understanding of them. The Code of Ethics is part of JCDecaux's Charter corpus (mentioned in 2.1.3.1.4.) to which 100% of employees ("connected" via the JCDecaux Academy, and "non-connected" via a paper system) have been trained to date, and which each new employee must validate.

The Code of Ethics is also supplemented by several internal procedures:

- Regarding the engagement and management of Lobbyists, measures are defined to prevent any act of corruption or influence peddling that might be committed by/with these third parties. This is particularly crucial in countries deemed at risk, where an in-depth investigation is mandatory before engaging a Lobbyist ("Lobbyist" means all third parties used to direct, influence, promote, assist and support the development of the Group's strategy, revenue or marketing positioning). This procedure also applies to new partners in joint ventures, and major new subcontractors.
- Incorporating required anti-corruption verifications required as part of merger and acquisition processes.

- Supervising the signing of contracts, aiming to secure and standardise systematic signature by two signatories for the entire Group.
- Specifically for the Group's activities in the French market, concerning the declaration of interest representations.
- Concerning the prevention of conflicts of interest, ensuring compliance with the prohibition principle set out in the Code of Ethics by Executive Board members and holders of roles in sensitive areas will be required starting from 2025 to guarantee the absence of a conflict of interest situations (in particular in Purchasing, Public Affairs, Internal Audit, Sales, Marketing, Mergers and Acquisitions, Legal / Compliance and Information Systems).
- Concerning the negotiation and conclusion of patronage/ sponsorship contracts, which will be specifically governed from 2025 by a dedicated procedure.

Business conduct policies

The exemplary conduct of JCDecaux's business is based on the commitment of its management bodies and the effectiveness of its mechanisms and procedures designed to identify, report and examine any concerns relating to unlawful behaviour or contrary to its ethical principles.

Specific risk mapping

Snce 2018, JCDecaux Internal Audit Department has annually prepared a risk mapping and an evaluation process targeting and setting out all the risks specifically addressed by anti-corruption regulations. The corresponding mapping process is presented in section 4.1. Risk management policy of this Document.

Third-party assessment

A procedure for assessing the situation of first-tier suppliers is implemented and described in chapter 2.1.4.2. Management of relationships with suppliers (G1-2) section Support our suppliers in deploying more responsible practices of this Document.

Since 2024, our main clients (including intermediaries such as agencies and media specialists) in the most important countries for the Group as well as those active in countries considered most at risk in terms of corruption, respect for human rights and health and safety and environmental areas, are now assessed with the support of a recognised business intelligence partner. Clients identified as presenting the greatest risks for the Group are also requested to complete to a compliance questionnaire and subscribe the commitments detailed in a Client Charter, according to the same approach as adopted for suppliers.

Rigorous accounting controls

Finally, strict and regular accounting controls, to ensure that the books, registers and accounts are not used for corrupt purposes and influence peddling are systematically performed internally. These include a detailed audit of so-called "sensitive" cost line items (*i.e.* lobbying, taxation, legal and audit fees, advisory services, marketing research, IT maintenance and consulting services, bank fees, equipment and services leases, recruitment fees, insurance premiums, plans and subscriptions, donations, other external and professional services).

During the annual closing of the financial statements, the Group Legal Department/Compliance Department asks the Managing Directors and Chief Financial Officers of each operational subsidiary to sign a confirmation letter on the proper distribution of the Code of Ethics and the associated procedures to employees, and if not confirmed, to indicate the reasons to ensure remediation measures are implemented.

Compliance with the Group's ethics procedures, the signing of the Code of Ethics by employees and of the Supplier Code of Conduct by suppliers as well as the management of the so-called "sensitive" cost line items are systematically verified by the Internal Audit Department durin country audits.

Appropriate governance and alert bodies (GOV-1)

In accordance with the anti-corruption system required by French and European regulations, the Group has implemented a Code of Conduct (see above on the Group Code of Ethics), a whistleblowing system, a risk mapping, third-party assessment procedures, accounting control procedures, a training system, a disciplinary system and an internal control and evaluation system.

Moreover, in 2001, an Ethics Committee was created with the primary mission of examining any potential violation of the Group's Fundamental Ethics Rules stated in the Code of Ethics (see above). as well as issuing recommendations to strengthen the Group's anticorruption policy. Its work is reported to the Audit Committee and the Supervisory Board twice a year. Since 2017 and the entry into force of the new French regulation aimed at combating corruption and influence peddling (law of 9 December 2016 known as "Sapin II"), the Ethics Committee - renamed the Ethics and CSR Committee (CERSE) in 2022 and is now composed exclusively of members of the Supervisory Board - is responsible for collecting and examining any report relating to the fight against corruption and influence peddling, transmitted via the current whistleblowing system or any other means. The Supervisory Board is kept informed of its activities. For more details, see below and refer to Chapter 3. Corporate governance of this Document).

More globally, the Compliance policy is led by a dedicated department within the Group Legal Department under the supervision of the Executive Board. The members of the Executive Board regularly review the Group's compliance with the policies and projects implemented, as well as the reports received *via* the whistleblowing system described below.

A whistleblowing system accessible to all employees (S1-3)

Since 2001, JCDecaux has implemented a whistleblowing system accessible to all its employees. Initially functional as a dedicated telephone line, this system was modernised in 2018 across all Group subsidiaries, via the Group's intranets and/or subsidiary/ country sites, as well as via the Group and/or subsidiary/country websites, in accordance with the new regulations.

It was entirely revised in 2024 to incorporate the provisions of the new applicable legal and regulatory framework, in particular for the protection of whistleblowers (European directive of 23 October 2019 and the law of 21 March 2022 known as the "Waserman law").

In this dynamic of continuous monitoring and improvement, the deployment in 2024 of a new secure external whistleblowing platform was accompanied by a redesign of the associated procedures and policies (procedures for collecting and processing alerts, Confidentiality, internal investigation procedure), detailing guarantees provided to whistleblowers (confidentiality, absence of retaliation and protection of personal data). They are available either directly via the whistleblowing platform, accessible on each country's intranet sites and Group and country websites, and via a QR code displayed on the business premises for non-connected employees, or on the Compliance-dedicated page on the country's intranet sites.

The ethics training module includes a presentation of the whistleblowing system and a new module will be distributed from 2025 to integrate the features and functionalities of the new whistleblowing platform.

The reporting mechanism, reviewed in 2024, allows alerts to be made to the geographically competent Compliance Officer, as well as the Group's Compliance Department. For more information on the whistleblowing mechanism, please refer to the Vigilance Plan and section 2.1.3.1.10 A whistleblowing system accessible to all employees (S1-3).

In 2024, three alerts on suspected corruption or fraud were examined and reported to the CERSE (including two with the use of an independent external investigation firm). All three were closed due to a lack of evidence.

In addition, the CERSE was informed of 14 alerts in connection with suspected harassment, wage discrimination ,based on gender and sexual orientation or alleged breaches of environmental commitments. The corresponding investigations were once again concluded due to the absence of convincing facts, except in one case of disciplinary sanction.

Overall, in 2024, 13 countries were involved in Europe, Asia, Africa, the Middle East and Latin America. In addition, the Committee's Secretariat received 40 alerts deemed outside the Committee's competency (*e.g.* advertising campaign content, driving, vandalism),

which were forwarded to the operational departments concerned for processing. All cases opened in 2024 are now closed except for two, which are still monitored locally and the Committee is regularly updated on their progress. Considering the Group's strong engagement in its CSR strategy during the fiscal year 2024, members of the Supervisory Board, to whom CERSE reports, underwent CSR training that included topics like the whistleblower protection system.

Starting in 2024, JCDecaux established an internal investigation procedure, drawn up for the attention of the Compliance Officers and the Compliance Department, in charge of investigating any alert deemed admissible. It outlines the principles and procedures applicable to the conduct of an investigation, in accordance with the applicable legal and regulatory framework and the AFA Recommendations.

The functions most exposed to the corruption risk are those related to Purchasing, Sales, Information Systems, Legal/Public Affairs and Marketing/Communication.

2.1.4.2. Management of relationships with suppliers (G1-2)

Managing our supplier relationships through our Supplier Code of Conduct

JCDecaux's Supplier Code of Conduct defines the principles that any supplier working with JCDecaux must respect in all its activities and throughout the world. By requiring all new suppliers and our main suppliers to formally commit to compliance with its provisions, it raises awareness of the risk of corruption and influence peddling and helps better prevent inappropriate behaviour and fraud involving suppliers and other stakeholders.

It is part of the Group's sustainability approach. Deployed since 2014 and updated in 2018 and 2021 to take into account new requirements related to regulatory changes especially regarding the duty of vigilance, the fight against corruption and influence peddling, the protection of personal data and the Group's climate strategy, it is now available in 21 languages. It outlines JCDecaux's expectations for suppliers in terms of IT security, social and ethics topics, health, safety and hygiene, and the ecological and environmental transition. This Code is based on leading internationally recognised standards-guidelines of the Organisation for Economic Co-operation and Development (OECD), the Universal Declaration of Human Rights of the United Nations (UN) and the eight Fundamental Conventions of the International Labour

Support our suppliers in deploying more responsible practices

Suppliers are at the heart of the Group's quality processes. JCDecaux has chosen to entrust part of the production of its products and solutions to trusted third parties, in particular the production of all or part of non-strategic furniture (for example, the manufacturing street furniture sub-assemblies).

Organization (ILO). To ensure its dissemination and application, the Code has been included in the Group's General Purchasing Conditions since 2016. To ensure its proper deployment in all the Group's countries and its understanding, JCDecaux has set up training courses for employees, and in particular for buyers, within the Procurement-Stock and Production Department (see section 2.1.4.2. Training our purchasing correspondents).

In addition, in order to assess the proper application of the Supplier Code of Conduct, JCDecaux implemented the following process in 2022:

- An internal control by JCDecaux to assess the degree of compliance of suppliers with the Code of Conduct and at the same time, their performance in terms of sustainability.
- An audit by JCDecaux or a third party to ensure compliance with the principles of the Code.

The Group also reserves the right to terminate any contract with a supplier that does not respect these principles and refuses to make the necessary efforts to improve.

"Subcontractors" provide a service for which JCDecaux has inhouse know-how, but limited capacity (for example, assembling digital furniture). Since its creation, the Company's policy is to resort to subcontracting according to project needs and to select, supervise, and control suppliers through a Responsible Purchasing Policy. JCDecaux pays particular attention to the practices of its key suppliers, identified as strategic.

| POLICY | OBJECTIVES | 2024 RESULTS | ACTION PLAN |
|----------------------------------|---|------------------|---|
| | 100% of key suppliers assessed every year | 100% | Continue to qualify and assess key suppliers |
| Responsible Purchasing Policy | 100% of new suppliers and key suppliers have signed the Supplier Code of Conduct | 100% | Update the Supplier Code of Conduct when a major change modifies the Group's expectations (stakeholders) |
| | 30% of sustainability criteria included in the qualification and evaluation of suppliers from 2022 | Achieved in 2022 | Monitor the specific score to the sustainable development criteria in order to implement the necessary actions for our suppliers to meet our carbon neutrality objectives |
| | 100% of purchasing correspondents in subsidiaries complete the "Responsible Purchasing" training annually | 100% | Train all subsidiary auditors in responsible purchasing |
| | 100% of key direct suppliers audited at least every five years by 2030 | 53% | Monitor the completion of audits of key direct suppliers at least once a year following the health crisis |

JCDecaux's 2024-2030 responsible purchasing roadmap focuses on the integration of ESG criteria and the adoption of sustainable practices with suppliers. Inspired by the European regulatory framework, such as CSRD and CS3D, this strategy includes risk mapping, the development of action plans and impact monitoring. ESG criteria will be integrated into calls for tenders and supplier contracts, with specific attention paid to ESG audits and specific training. Regular collaboration with stakeholders guarantees robust governance and the implementation of the Responsible Purchasing policy.

Our policies, actions and results

Sourcing locally

The Group Purchasing Department is responsible for selecting and monitoring suppliers for direct purchases (components and subassemblies of furniture, for example) and indirect purchases (such as operations subcontracting) for the subsidiaries. This includes projects exceeding a certain investment threshold, as well as all digital projects. This approach aims to balance industrial issues with social, societal and environmental considerations.

JCDecaux favors regional and local sourcing whenever possible. For new, innovative or high value-added furniture (digital, sanitary, bike-sharing systems, etc.), JCDecaux benefits from the expertise of an in-house assembly workshop located in the Paris region (France). This workshop works in close collaboration with the Corporate Design Office, which is certified ISO 9001 (Quality Management System) and ISO 14001 (Environmental Management System). For the manufacture of these furniture components, JCDecaux relies on a network of suppliers selected according to various criteria. Most are SMEs with long-standing relationships with the Group. More than 90% of the key direct Corporate suppliers are based in France (69% of SMEs) and in Europe.

Carefully selecting our suppliers

Group purchases and those made locally by the subsidiaries are governed by a process defined by the Group Purchasing Department. It includes a methodology for preselection, identification of key suppliers, deployment of the Supplier Code of Conduct and methodologies for assessing and auditing key suppliers.

At the Corporate level, the management of the supplier panel is based on a pre-selection process for potential suppliers, integrating sustainability criteria (human rights, labour rights, the environment and ethics) and compliance criteria. This pre-selection tool determines whether a supplier meets JCDecaux's requirements to join the Group's or a country's supplier panel. For more information on the social criteria for selecting suppliers, please refer to chapter 2.1.3.2. Responsible value chain (ESRS S2).

Annually evaluating our suppliers

An annual evaluation questionnaire, introduced in 2014 and revised at end-2017 and in 2022, measures the financial, ethical, technical, sustainability (social and environmental), quality and logistical performance of suppliers. It is primarily intended for key suppliers. The annual assessment of key direct suppliers is supplemented by audits every five years, to ensure the proper application of the principles set out in the Supplier Code of Conduct and the supplier's ability to meet its contractual and regulatory commitments. Since 2022, 30% of the criteria in the questionnaire are focused on sustainability criteria, such as supplier environmental certification, compliance with labour rights, etc.

For more information on the assessment in terms of human rights and supplier health and safety, please refer to the chapter 2.1.3.2. *Responsible value chain (ESRS S2)*.

Training our purchasing correspondents

To successfully integrate sustainability in the Purchasing Policy, it is essential that purchasing managers understand and embrace this approach. A training programme on sustainability in purchasing processes was introduced in 2016. In order to guarantee the maintenance of the skills of the Purchasing teams, a new dedicated training course was rolled out in 2021 for Corporate buyers. Initially delivered face-to-face, it was adapted for e-learning and rolled out in early 2022 across all Group geographies. The purchasing correspondents identified in each subsidiary, as well as any new hires holding purchasing functions, were required to take this training in 2022. An in-depth update of the training is planned for 2025. In addition, it is accessible to cross-functional Purchasing functions to raise awareness of these issues. As of now, 621 employees in the JCDecaux Group have completed the "responsible purchasing" training course. Employees with a purchasing function have completed 100% of training, i.e. 428 employees. Additionally, 193 employees in other functions have enrolled in the optional program.

Preventing Supply chain risk

To strengthen this system, prevent supply chain risks and comply with new legislation (the Duty of Vigilance in France or the Modern Slavery Act^[1] in the United Kingdom), a purchasing risk mapping was carried out in 2014 and updated in 2024. It identified, among others, seven regulatory and ESG risks, namely: non-compliance with confidentiality rules by the supplier, non-compliance with

2.1.4.3. Prevention and detection of corruption (G1-3)

Our policies and actions

In accordance with the Sapin II law, JCDecaux has implemented the necessary measures to fight corruption and influence peddling. These systems contribute to the management and remediation of the material risk (IRO) represented by fraud, corruption and collusion on the Group's processes.

All of the Group's corruption risks are managed within this regulatory framework. Five types of processes are in place to detect corruption:

- The alert system (see details above)
- Accounting controls
- Internal Audit
- Third-party assessment
- Compliance procedures presented in section 2.1.1.2.1. Gouvernance overview (GOV-1).

In particular, the Vigilance Committee and the Ethics and CSR Committee review and monitor extra-financial risks.

For more information, please refer to section 4. Risk factors and internal control, and 2.2. Deployment of our vigilance approach.

These corruption detection mechanisms are accompanied by targeted communication, aimed at informing and raising awareness among management bodies and all employees about the policies / procedures and training implemented.

Each new policy or procedure is communicated specifically to the managers (Executive Board and Regional / Country Managing Directors) and the Compliance Officers and Legal Departments of the regions / countries, then distributed to all employees via the country intranet sites.

Each topic is pedagogically integrated in the Ethics training module, with concrete examples and questionnaires enabling employees to ensure their understanding level.

business ethics principles, non-compliance with contractual clauses by the supplier, the practice of excessive working hours imposed on supplier employees, major occupational accident at supplier site, non-compliance with occupational health and safety rules by the supplier and non-compliance with environmental standards by suppliers causing damage to the environment.

Similarly, each topic is addressed in the Group's Code of Ethics and the International Charter of Fundamental Social Values, with in the first, the inclusion of dedicated good conduct guides, with a practical and operational purpose.

In order to prevent and detect corruption, the Group places particular emphasis on the training of its employees. The existing modules cover the Fundamental Rules of Ethics (anti-corruption, competition, financial and accounting transparency) and the Principles of Ethical Conduct detailed in the Group's Code of Ethics, and are accessible in 17 languages via the JCDecaux Academy on the intranet sites of each Group country. A module dedicated to responsible purchasing has also been developed.

In 2021, the JCDecaux Academy launched an "Ethics, social principles and supplier relations" module, in which 100% of "connected" employees (including management bodies) via the JCDecaux Academy have been trained to date. In 2024, the Group continued to ensure the proper distribution of the International Charter of Fundamental Social Values, and 100% of new employees (connected and non-connected) subscribed to the International Charter of Fundamental Social Values.

Deployed via the intranet sites of the countries, this module is mandatory for all "connected" employees present at its launch as well as for newcomers (as part of their onboarding process). Each rule and principle is explained in its legal and operational context and is accompanied by clear definitions and business examples.

In addition, the governing bodies (Supervisory Board, Executive Board and CERSE in particular) are regularly informed of the progress of the compliance plan, the content and terms of initiated and deployed procedures, policies and action plans.

The main functions at risk exposed to corruption are Purchasing, Sales, Information Systems, Legal/Public Affairs and Marketing/ Communication.

Incidents of corruption and bribery (G1-4)

No incidents of corruption or bribery were identified during the 2024 fiscal year.

APPENDIX 1: DISCLOSURE REQUIREMENTS IN ESRS COVERED BY THE SUSTAINABILITY STATEMENT (ESRS 2 IRO-2)

In accordance with sustainability reporting standards, JCDecaux describes how to define the material information to be published concerning the impacts, risks and opportunities assessed as material. Based on data points provided by EFRAG (*IG 3 List of ESRS Data Points 20240605*), an assessment of the relevance of these data points was carried out. It is based on two criteria: the relevance of the information in relation to the issue it aims to describe, and the capacity of the information to meet the users' needs in their decision-making. This analysis was carried out by the Extra-

Financial Performance division, then validated by the Sustainability and Quality Department.

Thus, a data point is considered material when it originates from a material theme or sub-theme, the disclosure requirement is material and the data point is important for the Company or its stakeholders.

The data considered material but not available for this first sustainability statement are mentioned in the chapter *Preamble* of this document.

List of disclosure requirements covered by the sustainability statement:

General information:

| Disclosure requirements | Reference chapter |
|---|--|
| BP-1 General basis for preparing sustainability statements | 2.1.1.1.1 Preamble (BP-1) |
| BP-2 Disclosures in relation to specific circumstances | 2.1.1.1.2. Specific circumstances (BP-2) |
| GOV-1 The role of the Company's administrative, management and supervisory bodies and the sustainability issues addressed by these bodies | 2.1.1.2.1. Governance overview (GOV-1) |
| GOV-2 Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies | 2.1.1.2.2. Strategic sustainability information provided to governance bodies (GOV-2) |
| GOV-3 Integration of sustainability-related performance in incentive schemes | 2.1.1.2.3. Integration of sustainability performance in compensation (GOV-3) |
| GOV-4 Statement on due diligence | 2.1.1.2.4. Deployment of our sustainability vigilance approach (GOV-4) |
| GOV-5 Risk management and internal controls over sustainability reporting | 2.1.1.2.5. Risk factors and internal control of ESG data (GOV-5) |
| SBM-1 Strategy, business model, and value chain | 2.1.1.3.1. Our strategy: JCDecaux, the sustainable media (SBM-1) |
| SBM-2 Interests and views of stakeholders | 2.1.1.3.2. An active dialogue with our stakeholders (SBM-2) |
| SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model | 2.1.1.4.2. Material impacts, risks and opportunities, and their interaction with the strategy and the business model (SBM-3) |
| IRO-1 Description of the processes to identify and assess material impacts, risks and opportunities | 2.1.1.4.1. Procedure for identifying and assessing material impacts, risks and opportunities (IRO-1) |
| IRO-2 ESRS Disclosure requirements in ESRS covered by the undertaking's sustainability statement | Appendix 1 – IRO-2 |

Environmental information

| Disclosure requirements | Reference chapter |
|---|--|
| E1 ESRS 2 GOV-3 Integration of sustainability-related performance in incentive schemes | 2.1.1.2.3. Integration of sustainability performance in compensation (GOV-3) |
| E1 ESRS 2 SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model | 2.1.2.1.1. Assessment of material impacts, risks and opportunities, and their interaction with the strategy and the business model (SBM-3 and IRO-1) |
| E1 ESRS 2 IRO-1 Description of processes to identify and assess material | 2.1.1.4.1. Procedure for identifying and assessing material impacts, risks and opportunities (IRO-1) |
| climate-related impacts, risks and opportunities | 2.1.2.1.1. Assessment of material impacts, risks and opportunities, and their interaction with the strategy and the business model (SBM-3 and IRO-1) |
| E1-1 Transition plan for climate change mitigation | 2.1.2.1.2. Climate change: Our climate policies (E1-1 and E1-2) |
| E1-2 Policies related to climate change mitigation and adaptation | 2.1.2.1.2. Climate change: Our climate policies (E1-1 and E1-2) |
| E1-3 Actions and resources in relation to climate change policies | 2.1.2.1.4. Actions and targets related to climate change mitigation and adaptation (E1-3 and E1-4) |
| E1-4 Targets related to climate change mitigation and adaptation | 2.1.2.1.4. Actions and targets related to climate change mitigation and adaptation (E1-3 and E1-4) |
| E1-5 Energy consumption and mix | 2.1.2.1.5. Energy consumption and energy mix (E1-5) |
| E1-6 Gross Scopes 1, 2, 3 and Total GHG emissions | 2.1.2.1.6. Emissions throughout the value chain (E1-6) |
| E1-8 Internal carbon pricing | 2.1.2.1.7. Internal carbon pricing (E1-8) |
| E1-9 Anticipated financial effects from material physical and transition risks and potential climate-related opportunities | 2.1.2.1.8. Anticipated financial effects of physical and material transition risks and potential climate-related opportunities (E1-9) |
| E5 ESRS 2 IRO-1 Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities | 2.1.1.4.1. Procedure for identifying and assessing material impacts, risks and opportunities (IRO-1) |
| E5-1 Policies related to resource use and circular economy | 2.1.2.2.2. Circular economy policies (E5-1) |
| E5-2 Actions and resources related to resource use and circular economy | 2.1.2.2.3. Actions and resources related to circular economy (E5-2) |
| E5-3 Targets related to resource use and circular economy | 2.1.2.2.4. Objectives related to the use of resources and circular economy [E5-3] |

Social information:

| Disclosure requirements | Reference chapter | | | |
|--|---|--|--|--|
| | 2.1.1.3.2. An active dialogue with our stakeholders (SBM-2) | | | |
| S1 ESRS 2 SBM-2 Interests and views of stakeholders | 2.1.3.1.1. Interest and views of stakeholders, and material impacts, risks and opportunities, and their interaction with the strategy and the business model (SBM-2 and SBM-3) | | | |
| S1 ESRS 2 SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model | 2.1.3.1.1. Interest and views of stakeholders, and material impacts, risks and opportunities, and their interaction with the strategy and the business model (SBM-2 and SBM-3) | | | |
| S1-1 Policies related to own workforce | 2.1.3.1.2. Policies related to our own workforce (S1-1) 2.1.3.1.4. Human rights (S1-1, S1-4, S1-5, S1-17) 2.1.3.1.5. Implement a fair compensation policy (S1-1, S1-10, S1-16) 2.1.3.1.6. Promote an exemplary Health & Safety culture (S1-1, S1-4, S1- S1-14) 2.1.3.1.7. Foster diversity and inclusion (S1-1, S1-4, S1-5, S1-9) 2.1.3.1.8. Work-Life balance (S1-1, S1-4, S1-5) 2.1.3.1.11. Protect personal data (S1-1, S1-4, S1-5) | | | |
| S1-2 Processes for engaging with own workers and workers' representatives about impacts | 2.1.3.1.9. Engagement with employees and representatives about impacts [S1-2] | | | |
| S1-3 Processes to remediate negative impacts and channels for own workers to raise concerns | 2.1.3.1.10. A whistleblowing system accessible to all employees [S1-3] | | | |
| S1-4 Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions | 2.1.3.1.4. Human rights (S1-1, S1-4, S1-5, S1-17) 2.1.3.1.6. Promote an exemplary Health & Safety culture (S1-1, S1-4, S1-5, S1-14) 2.1.3.1.7. Foster diversity and inclusion (S1-1, S1-4, S1-5, S1-9) 2.1.3.1.8. Work-life balance (S1-1, S1-4, S1-5) 2.1.3.1.11. Protect personal data (S1-1, S1-4, S1-5) | | | |
| S1-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities | 2.1.3.1.4. Human rights (S1-1, S1-4, S1-5, S1-17) 2.1.3.1.6. Promote an exemplary Health & Safety culture (S1-1, S1-4, S1-5, S1-14) 2.1.3.1.7. Foster diversity and inclusion (S1-1, S1-4, S1-5, S1-9) 2.1.3.1.8. Work-life balance (S1-1, S1-4, S1-5) 2.1.3.1.11. Protect personal data (S1-1, S1-4, S1-5) | | | |
| S1-6 Characteristics of the undertaking's employees | 2.1.3.1.3. Characteristics of the Company's employees (S1-6) | | | |
| S1-9 Diversity metrics | 2.1.3.1.7. Foster diversity and inclusion (S1-1, S1-4, S1-5, S1-9) | | | |
| S1-10 Adequate wages | 2.1.3.1.5. Implement a fair compensation policy (S1-1, S1-10, S1-16) | | | |
| S1-14 Health and safety metrics | 2.1.3.1.6. Promote an exemplary Health & Safety culture (S1-1, S1-4, S1-5, S1-14) | | | |
| S1-16 Compensation metrics (pay gap and total compensation) | 2.1.3.1.5. Implement a fair compensation policy (S1-1, S1-10, S1-16) | | | |
| S1-17 Incidents, complaints and severe human rights impacts | 2.1.3.1.4. Human rights (S1-1, S1-4, S1-5, S1-17) | | | |
| S2 ESRS 2 SBM-2 Interests and views of stakeholders | 2.1.1.3.2. An active dialogue with our stakeholders (SBM-2) | | | |
| S2 ESRS 2 SBM-3 Material impacts, risks and opportunities and interaction with strategy and business model | 2.1.3.2.1. Material impacts, risks and opportunities, and their interaction with the strategy and the business model (SBM-3) | | | |
| S2-1 Policies related to value chain workers | 2.1.3.2.2. Workers in the upstream value chain | | | |
| | 2.1.3.2.6. Workers in the downstream value chain (advertisers & landlords) | | | |
| S2-2 Processes for engaging with value chain workers about impacts | 2.1.3.2.3. Processes for engaging with value chain workers about impacts [S2-2] | | | |
| S2-4 Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those action | 2.1.3.2.4. Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those action (S2-4) | | | |
| S2-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities | 2.1.3.2.5. Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities (S2-5) | | | |

| Disclosure requirements | Reference chapter | | |
|--|---|--|--|
| S4 ESRS 2 SBM-2 Interests and views of stakeholders | 2.1.1.3.2. An active dialogue with our stakeholders (SBM-2) | | |
| S4 ESRS 2 SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model | 2.1.3.3. Responsible communication and our commitments to end-users (ESRS S4 SBM-3) | | |
| S4-1 Policies related to consumers and end-users | 2.1.3.3.1. Responsible communication (S4-1, S4-3, S4-4, S4-5) | | |
| 54-1 Policies related to consumers and end-users | 2.1.3.3.2. The protection of end-users personal data (S4-1) | | |
| S4-2 Processes for engaging with consumers and end-users about impacts | 2.1.1.3.2. An active dialogue with our stakeholders (SBM-2) | | |
| S4-3 Processes to remediate negative impacts and channels for consumers and end-users to raise concerns | 2.1.3.3.1. Responsible communication (S4-1, S4-3, S4-4, S4-5) | | |
| S4-4 Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities | 2.1.3.3.1. Responsible communication (S4-1, S4-3, S4-4, S4-5) | | |
| related to consumers and end-users, and effectiveness of those actions | 2.1.3.3.3. Ensure the security of our digital activities (S4-1, S4-4, S4-5) | | |
| S4-5 Targets related to managing material negative impacts, advancing | 2.1.3.3.1. Responsible communication (S4-1, S4-3, S4-4, S4-5) | | |
| positive impacts, and managing material risks and opportunities | 2.1.3.3.3. Ensure the security of our digital activities (S4-1, S4-4, S4-5) | | |

Information on business conduct:

| Disclosure requirements | Reference chapter |
|---|--|
| G1 ESRS 2 GOV-1 The role of the administrative, supervisory and management bodies | 2.1.4.1. Corporate culture and business conduct policies (G1-1 and ESRS 2 GOV-1) |
| G1 ESRS 2 IRO-1 Description of the processes to identify and assess material impacts, risks and opportunities | 2.1.1.4.1. Procedure for identifying and assessing material impacts, risks and opportunities (IRO-1) |
| G1-1 Corporate culture and business conduct policies | 2.1.4.1. Corporate culture and business conduct policies (G1-1 and ESRS 2 GOV-1) |
| G1-2 Management of relationships with suppliers | 2.1.4.2. Management of relationships with suppliers (G1-2) |
| G1-3 Prevention and detection of corruption and bribery | 2.1.4.3. Prevention and detection of corruption (G1-3) |
| G1-4 Confirmed incidents of corruption or bribery | Incidents of corruption and bribery (G1-4) |

List of datapoints in cross-cutting and topical standards that derive from other EU legislation:

| Disclosure requirement and related data point | SFDR reference | Pillar 3 reference | Benchmark Regulation reference | EU Climate Law reference | Chapter |
|---|---------------------------------------|---|---|-----------------------------|--|
| ESRS 2 GOV-1 Board's gender diversity paragraph 21 (d) | Indicator No. 13, Table 1, Annex I | | Commission Delegated Regulation (EU) 2020/ 181627, Annex II | | 2.1.1.2.1.Governance overview (GOV-1) |
| ESRS 2 GOV-1 Percentage of board members who are independent paragraph 21 (e) | | | Delegated Regulation (EU) 2020/1816, Annex II | | 2.1.1.2.1.Governance overview (GOV-1) |
| ESRS 2 GOV-4 Statement on due diligence paragraph 30 | Indicator No. 10, Table 3, Annex I | | | | 2.1.1.2.4.Deployment of our sustainability vigilance approach (GOV-4) |
| ESRS 2 SBM-1 Involvement in activities related to fossil fuel activities paragraph 40 (d) i | Indicator No. 4, Table 3, Annex I | Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation [EU) 2022/ 245328Table 1: Qualitative information on Environmental risk and Table 2: Qualitative information on Social risk | Delegated Regulation (EU) 2020/1816, Annex II | | Non material |
| ESRS 2 SBM-1 Involvement in activities related to chemical production paragraph 40 (d) ii | Indicator No. 9, Table 2, Annex I | | Delegated Regulation (EU) 2020/1816, Annex II | | Non material |
| ESRS 2 SBM-1 Involvement in activities related to controversial weapons paragraph 40 (d) iii | Indicator No. 14, Table 1, Annex I | | Delegated Regulation (EU) 2020/181829, Article 12(1) Delegated Regulation (EU) 2020/ 1816, Annex II | | Non material |
| ESRS 2 SBM-1 Involvement in activities related to cultivation and production of tobacco paragraph 40 (d) iv | | | Delegated Regulation (EU) 2020/1818, Article 12(1) Delegated Regulation (EU) 2020/ 1816, Annex II | | Non material |
| ESRS E1-1 Transition plan to reach | | | Regulation (EU) | | 2.1.2.1.2. Climate change: Our climate policies (E1-1 and E1-2) |
| climate neutrality by 2050 paragraph 14 | | | | 2021/1119, Article 2(1) | 2.1.2.1.3. Transition plan for climate change mitigation (E1-1) |
| ESRS E1-1 Undertakings excluded from Paris- aligned Benchmarks paragraph 16 (g) | | Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/ 2453 Template 1: Banking book-Climate Change transition risk: Credit quality of exposures by sector, emissions and residual maturity | Delegated Regulation (EU) 2020/1818, Article12.1 (d) to (g), and Article 12.2 | | 2.1.2.1.3. Transition plan for climate change mitigation (E1-1) |

| Disclosure requirement and related data point | SFDR reference | Pillar 3 reference | Benchmark Regulation reference | EU Climate Law reference | Chapter |
|--|--|--|--|---|---|
| ESRS E1-4 GHG emission reduction targets paragraph 34 | Indicator No. 4, Table 2, Annex I | Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/ 2453 Template 3: Banking book – Climate change transition risk: alignment metrics | Delegated Regulation (EU) 2020/1818, Article 6 | | 2.1.2.1.4. Actions and targets related to climate change mitigation and adaptation (E1-3 and E1-4) |
| ESRS E1-5 Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors) paragraph 38 | Indicator No. 5, Table 1 and Indicator No. 5, Table 2, Annex I | | | | Non material |
| ESRS E1-5 Energy consumption and mix paragraph 37 | Indicator No. 5, Table 1, Annex I | | | | 2.1.2.1.5. Energy consumption and energy mix (E1-5) |
| ESRS E1-5 Energy intensity associated with activities in high climate impact sectors paragraphs 40 to 43 | Indicator No. 6, Table 1, Annex I | | | | Non material |
| ESRS E1-6 Gross Scope 1, 2, 3 and Total GHG emissions paragraph 44 | Indicators No. 1 and No. 2, Table 1, Annex I | Article 449a; Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/ 2453 Template 1: Banking book – Climate change transition risk: Credit quality of exposures by sector, emissions and residual maturity | Delegated Regulation (EU) 2020/1818, Article 5(1), 6 and 8(1) | | 2.1.2.1.6. Emissions throughout the value chain (E1-6) |
| ESRS E1-6 Gross GHG emissions intensity paragraphs 53 to 55 | Indicator No. 3, Table 1, Annex I | Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/ 2453 Template 3: Banking book – Climate change transition risk: alignment metrics | Delegated Regulation (EU) 2020/1818, Article 8(1) | | 2.1.2.1.6. Emissions throughout the value chain (E1-6) |
| ESRS E1-7 GHG removals and carbon credits paragraph 56 | | | | Regulation (EU) 2021/1119, Article 2(1) | Non material |
| ESRS E1-9 Exposure of the benchmark portfolio to climate-related physical risks paragraph 66 | | | Delegated Regulation (EU) 2020/1818, Annex II Delegated Regulation (EU) 2020/1816, Annex II | | Phase-in |
| ESRS E1-9 Disaggregation of monetary amounts by acute and chronic physical risk paragraph 66 (a) ESRS E1-9 Location of significant assets at material physical risk paragraph 66 (c). | | Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/ 2453 paragraphs 46 and 47; Template 5: Banking book - Climate change physical risk: Exposures subject to physical risk. | | | Phase-in |

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| Disclosure requirement and related data point | SFDR reference | Pillar 3 reference | Benchmark Regulation reference | EU Climate Law reference | Chapter |
|---|---|---|--|-----------------------------|--------------|
| ESRS E1-9 Breakdown of the carrying value of its real estate assets by energy-efficiency classes paragraph 67 (c). | | Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/ 2453 paragraph 34;Template 2:Banking book -Climate change transition risk: Loans collateralised by immovable property - Energy efficiency of the collateral | | | Phase-in |
| ESRS E1-9 Degree of exposure of the portfolio to climate- related opportunities paragraph 69 | | | Delegated Regulation (EU) 2020/1818, Annex II | | Phase-in |
| ESRS E2-4 Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil, paragraph 28 | Indicator No. 8, Table 1, Annex I; Indicator No. 2, Table 2, Annex I; Indicator No. 1, Table 2, Annex I; Indicator No. 3, Table 2, Annex I | | | | Non material |
| ESRS E3-1 Water and marine resources paragraph 9 | Indicator No. 7, Table 2, Annex I | | | | Non material |
| ESRS E3-1 Dedicated policy paragraph 13 | Indicator No.8, Table 2, Annex I | | | | Non material |
| ESRS E3-1 Sustainable oceans and seas paragraph 14 | Indicator No. 12, Table 2, Annex I | | | | Non material |
| ESRS E3-4 Total water recycled and reused paragraph 28 (c) | Indicator No. 6.2, Table 2, Annex I | | | | Non material |
| ESRS E3-4 Total water consumption in m ³ per net revenue on own operations paragraph 29 | Indicator No. 6.1, Table 2, Annex I | | | | Non material |

| Disclosure requirement and related data point | SFDR reference | Pillar 3 reference | Benchmark Regulation reference | EU Climate Law reference | Chapter |
|---|--|--------------------|--|-----------------------------|---|
| ESRS 2 IRO-1 - E4 paragraph 16 (a) i) | Indicator No. 7, Table 1, Annex I | | | | Non material |
| ESRS 2 IRO-1 - E4 paragraph 16 (b) | Indicator No. 10, Table 2, Annex I | | | | Non material |
| ESRS 2 IRO-1 - E4 paragraph 16 (c) | Indicator No. 14, Table 2, Annex I | | | | Non material |
| ESRS E4-2 Sustainable land / agriculture practices or policies paragraph 24 (b) | Indicator No. 11, Table 2, Annex I | | | | Non material |
| ESRS R4-2 Sustainable oceans / seas practices or policies paragraph 24 (c) | Indicator No. 12, Table 2, Annex I | | | | Non material |
| ESRS E4-2 Policies to address deforestation paragraph 24 (d) | Indicator No. 15, Table 2, Annex I | | | | Non material |
| ESRS E5-5 Non-recycled waste paragraph 37 (d) | Indicator No. 13, Table 2, Annex I | | | | Non material |
| ESRS E5-5 Hazardous waste and radioactive waste paragraph 39 | Indicator No. 9, Table 1, Annex I | | | | Non material |
| ESRS 2 SBM-3 - S1 Risk of incidents of forced labour paragraph 14 (f) | Indicator No. 13, Table 3, Annex I | | | | 2.1.3.1.1. Interest and views of stakeholders, and material impacts, risks and opportunities, and their interaction with the strategy and the business model (SBM-2 and SBM-3) |
| ESRS 2 SBM-3 - S1 Risk of incidents of child labour paragraph 14 (g) | Indicator No. 12, Table 3, Annex I | | | | 2.1.3.1.1. Interest and views of stakeholders, and material impacts, risks and opportunities, and their interaction with the strategy and the business model (SBM-2 and SBM-3) |
| | | | | | 2.1.3.1.2. Policies related to our own workforce (S1-1) |
| ESRS S1-1 Human rights policy commitments paragraph 20 | Indicator No. 9, Table 3, and Indicator No. 11, Table 1, Annex I | | | | 2.1.3.1.4. Human rights (S1-1, S1-4, S1-5, S1-17) |
| | | | | | 2.1.3.1.5. Implement a fair compensation policy (S1-1, S1-10, S1-16) |
| ESRS S1-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 21 | | | Delegated Regulation (EU) 2020/1816, Annex II | | 2.1.3.1.2.Policies related to our own workforce (S1-1) |

| Disclosure requirement and related data point | SFDR reference | Pillar 3 reference | Benchmark Regulation reference | EU Climate Law reference | Chapter |
|---|---|--------------------|---|-----------------------------|---|
| ESRS S1-1 Processes and | | | | | 2.1.3.1.2. Policies related to our own workforce (S1-1) |
| measures for preventing trafficking in human beings | Indicator No. 11, Table 3, Annex I | | | | 2.1.3.1.4. Human rights (S1-1, S1-4, S1-5, S1-17) |
| paragraph 22 | | | | | 2.1.3.1.5. Implement a fair compensation policy (S1-1, S1-10, S1-16) |
| ESRS S1-1 Workplace accident prevention policy or management system paragraph 23 | Indicator No. 1, Table 3, Annex I | | | | 2.1.3.1.6. Promote an exemplary Health & Safety culture (S1-1, S1- 4, S1-5, S1-14) |
| ESRS S1-3 Grievance/ complaints handling mechanisms paragraph 32 (c) | Indicator No. 5, Table 3, Appendix I | | | | 2.1.3.1.10. A whistleblowing system accessible to all employees (S1-3) |
| ESRS S1-14 Number of fatalities and number and rate of work-related accidents paragraph 88 (b) and (c) | Indicator No. 2, Table 3, Annex I | | Delegated Regulation (EU) 2020/1816, Annex II | | 2.1.3.1.6. Promote an exemplary Health & Safety culture (S1-1, S1- 4, S1-5, S1-14) |
| ESRS S1-14 Number of days lost to injuries, accidents, fatalities or illness paragraph 88 (e) | Indicator No. 3, Table 3, Annex I | | | | Phase-in |
| ESRS S1-16 Unadjusted gender pay gap paragraph 97 (a) | Indicator No.12, Table 1, Annex I | | Delegated Regulation (EU) 2020/1816, Annex II | | 2.1.3.1.5. Implement a fair compensation policy (S1-1, S1-10, S1-16) |
| ESRS S1-16 Excessive CEO pay ratio paragraph 97 (b) | Indicator No.8, Table 3, Annex I | | | | 2.1.3.1.5. Implement a fair compensation policy [S1-1, S1-10, S1-16] |
| ESRS S1-17 Incidents of discrimination paragraph 103 (a) | Indicator No. 7, Table 3, Annex I | | | | 2.1.3.1.4. Human rights (S1-1, S1-4, S1-5, S1-17) |
| ESRS S1-17 Non-respect of UNGPs on Business and Human Rights and OECD paragraph 104 (a) | Indicator No. 10, Table 1, and Indicator No. 14, Table 3, Annex I | | Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818 Art 12 (1) | | 2.1.3.1.4. Human rights (S1-1, S1-4, S1-5, S1-17) |
| ESRS 2 SBM-3 - S2 Significant risk of child labour or forced labour in the value chain paragraph 11 (b) | Indicators No. 12 and No. 13, Table 3, Annex I | | | | 2.1.3.2.2. Workers in the upstream value chain (S2-1) |
| ESRS S2-1 Human rights policy commitments paragraph 17 | Indicator No. 9, Table 3, and Indicator No. 11, Table 1, Annex I | | | | 2.1.3.2. Responsible value chain (ESRS S2) |
| ESRS S2-1 Policies related | Indicators No. 11 and | | | | 2.1.3.2.2. Workers in the upstream valuechain (S2-1) |
| to value chain workers paragraph 18 | Indicators No. 11 and No. 4, Table 3, Annex I | | | | 2.1.3.2.6. Workers in the downstream value chain (advertisers & landlords) |

| Disclosure requirement and related data point | SFDR reference | Pillar 3 reference | Benchmark Regulation reference | EU Climate Law reference | Chapter |
|---|--|--------------------|---|-----------------------------|---|
| ESRS S2-1 Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines paragraph 19 | Indicator No.10, Table 1, Annex I | | Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1) | | 2.1.3.2. Responsible value chain (ESRS S2) |
| ESRS S2-1 Due diligence policies on issues addressed by the | | | Delegated Regulation | | 2.1.3.2.2. Workers in the upstream value chain (S2-1) |
| fundamental International Labor Organisation Conventions 1 to 8, paragraph 19 | | | (EU) 2020/1816, Annex II | | 2.1.3.2.6. Workers in the downstream value chain (advertisers & landlords) |
| ESRS S2-4 Human rights issues and incidents connected to its upstream and downstream value chain paragraph 36 | Indicator No. 14, Table 3, Annex I | | | | 2.1.3.2. Responsible value chain (ESRS S2) |
| ESRS S3-1 Human rights policy commitments paragraph 16 | Indicator No. 9, Table 3, Annex I, and Indicator No. 11, Table 1, Annex I | | | | Non material |
| ESRS S3-1 Non-respect of UNGPs on Business and Human Rights, ILO principles or and OECD guidelines paragraph 17 | Indicator No. 10, Table 1, Annex I | | Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1) | | Non material |
| ESRS S3-4 Human rights issues and incidents paragraph 36 | Indicator No. 14, Table 3, Annex I | | | | Non material |
| ESRS S4-1 Policies related to consumers and end- users paragraph 16 | Indicator No. 9, Table 3, and Indicator No. 11, Table 1, Annex I | | | | 2.1.3.3. Responsible communication and our commitments to end- users (ESRS S4 SBM-3) |
| ESRS S4-1 Non-respect of UNGPs on Business and Human Rights and OECD guidelines paragraph 17 | Indicator No.10, Table 1, Annex I | | Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1) | | 2.1.3.3. Responsible communication and our commitments to end- users (ESRS S4 SBM-3) |
| ESRS S4- 4 Human rights issues and incidents paragraph 35 | Indicator No. 14, Table 3, Annex I | | | | 2.1.3.3. Responsible communication and our commitments to end- users (ESRS S4 SBM-3) |
| ESRS G1-1 United Nations Convention against Corruption paragraph 10 (b) | Indicator No. 15, Table 3, Annex I | | | | 2.1.4.1. Corporate culture and business conduct policies (G1-1 and ESRS 2 GOV-1) |
| ESRS G1-1 Protection of whistleblowers paragraph 10 (d) | Indicator No. 6, Table 3, Annex I | | | | 2.1.4.1. Corporate culture and business conduct policies (G1-1 and ESRS 2 GOV-1) |
| ESRS G1-4 Fines for violation of anti-corruption and anti-bribery laws paragraph 24 (a) | Indicator No. 17, Table 3, Annex I | | Delegated Regulation (EU) 2020/1816, Annex II) | | Incidents of corruption and bribery (G1-4) |
| ESRS G1-4 Standards of anti-corruption and anti- bribery paragraph 24 (b) | Indicator No. 16, Table 3, Annex I | | | | Incidents of corruption and bribery (G1-4) |

APPENDIX 2: GREEN TAXONOMY REGULATORY TABLES

TURNOVER

| IFRS Data | | | | | Substar | ntial con | tribution | criteria | | | DNSH c | riteria (C Ha | | nificant | t | | | | |
|--|-------------|-----------------------|----------------------------|----------------------------------|----------------------------------|-----------------------------------|----------------------|----------------------|-------------------------------------|-----------------------------------|-----------------------------------|------------------------------------|----------------|-----------------------|-------------------------------------|-------------------------|--|--------------------------------------|--|
| Economic activities (1) | Codes (2) | Absolute turnover (3) | Proportion of turnover (4) | Climate change mitigation (5) | Climate change adaptation (6) | Water and marine resources [7] | Pollution (8) | Circular economy (9) | Biodiversity and ecosystems (10) | Climate change mitigation (11) | Climate change adaptation (12) | Water and marine resources (13) | Pollution (14) | Circular economy (15) | Biodiversity and ecosystems [16] | Minimum safeguards (17) | Taxonomy-aligned proportion of turnover year N-1 (18) | Category (enabling activity) (19) | Category (transitional activity) (20) |
| | | €m | % | Yes; No; N/ EL | Yes; No; N/ EL | Yes; No; N/ EL | Yes; No; N/ EL | Yes; No; N/ EL | Yes; No; N/ EL | Yes/ No | Yes/ No | Yes/ No | Yes/ No | Yes/ No | | Yes/ No | % | E | Т |
| A. TAXONOMY ELIGIBLE ACTIVITIES | | | | | | | | | | | | | | | | | | | |
| A.1. Taxonomy aligned | | | | | | | | | | | | | | | | | | | |
| Passenger interurban rail transport | CCM 6.1 | | 2.8% | Yes | N/EL | N/EL | N/EL | N/EL | N/EL | Yes | Yes | NA | Yes | Yes | NA | Yes | 2.3% | | Т |
| Urban and suburban transport, road passenger transport | CCM 6.3 | | 6.9% | Yes | N/EL | N/EL | N/EL | N/EL | N/EL | Yes | Yes | NA | Yes | Yes | NA | Yes | 7.4% | | Т |
| Operation of personal mobility devices, cycle logistics | CCM 6.4 | | 1.2% | Yes | N/EL | N/EL | N/EL | N/EL | N/EL | Yes | Yes | NA | NA | Yes | NA | Yes | 3.8% | | |
| Infrastructure enabling low-carbon road transport and public transport | CCM 6.15 | | 35.8% | Yes | N/EL | N/EL | N/EL | N/EL | N/EL | Yes | Yes | Yes | Yes | Yes | Yes | Yes | 35.0% | E | |
| Turnover of taxonomy aligned activities (A.1.) | | 1,696 | 46.7% | 46.7% | | | | | | Yes | Yes | Yes | Yes | Yes | Yes | Yes | 48.5% | | |
| of which enabling | | | 35.8% | 35.8% | | | | | | | Yes | NA | Yes | Yes | NA | Yes | 35.0% | E | |
| of which transitional | | | 9.7% | 9.7% | | | | | | | Yes | Yes | Yes | Yes | Yes | Yes | 9.7% | | Т |
| A.2. Taxonomy eligible but not taxonor | ny aligne | d activiti | es | | | | | | | | | | | | | | | | |
| | | | % | EL; N/ EL | EL; N/ EL | EL; N/ EL | EL; N/ EL | EL; N/ EL | EL; N/ EL | | | | | | | | | | |
| Passenger interurban rail transport | CCM 6.1 | 55 | 1.5% | EL | N/EL | N/EL | N/EL | N/EL | N/EL | | | | | | | | 1.2% | | |
| Urban and suburban transport, road passenger transport | CCM 6.3 | | 1.2% | EL | N/EL | N/EL | N/EL | N/EL | N/EL | | | | | | | | 1.4% | | |
| Turnover of taxonomy eligible but not taxonomy aligned activities (A.2.) | | 99 | 2.7% | 2.7% | | | | | | | | | | | | | 2.6% | | |
| TOTAL A (A.1. + A.2.) | | 1,795 | 49.4% | 49.4% | | | | | | | | | | | | | 51.1% | | |
| B. TAXONOMY NON-ELIGIBLE ACTIVIT | TIES | | | | | | | | | | | | | | | | | | |
| Turnover of taxonomy non-eligible activities (B) | | 1,838 | 50.6% | | | | | | | | | | | | | | | | |
| TOTAL A + B | | 3,633 | 100.0 % | | | | | | | | | | | | | | | | |

CAPEX

| IFRS data | | | | | Substar | ntial cont | tribution | criteria | | | DNSH C | | Do No Si Irm) | ignifican | t | | | | |
|--|--------------|--------------------|-------------------------|----------------------------------|----------------------------------|-----------------------------------|----------------------|----------------------|-------------------------------------|-----------------------------------|-----------------------------------|------------------------------------|------------------|-----------------------|-------------------------------------|-------------------------|---|---------------------------------------|--|
| Economic activities (1) | Codes [2] | Absolute CapEx (3) | Proportion of CapEx (4) | Climate change mitigation (5) | Climate change adaptation (6) | Water and marine resources (7) | Pollution (8) | Circular economy [9] | Biodiversity and ecosystems (10) | Climate change mitigation (11) | Climate change adaptation (12) | Water and marine resources (13) | Pollution [14] | Circular economy (15) | Biodiversity and ecosystems [16] | Minimum safeguards (17) | Taxonomy-aligned proportion of CapEx, year, N-1 (18) | Category (enabling activity) (19) | Category (transitional activity) (20) |
| | | €m | % | Yes; No; N/ EL | Yes; No; N/ EL | Yes; No; N/ EL | Yes; No; N/ EL | Yes; No; N/ EL | Yes; No; N/ EL | Yes/ No | Yes/ No | Yes/ No | Yes, No | | | Yes/ No | % | E | Т |
| A. TAXONOMY ELIGIBLE ACTIVITIES | | | | | | | | | | | | | | | | | | | |
| A.1. Taxonomy aligned | | | | | | | | | | | | | | | | | | | |
| Passenger interurban rail transport | CCM 6.1 | 20 | 3.6% | Yes | N/EL | N/EL | N/EL | N/EL | N/EL | Yes | Yes | NA | Yes | s Yes | s NA | Yes | 1.9% | | Т |
| Urban and suburban transport, road passenger transport | CCM 6.3 | 15 | 2.6% | Yes | N/EL | N/EL | N/EL | N/EL | N/EL | Yes | Yes | NA | Yes | s Yes | s NA | Yes | 6.5% | | Т |
| Operation of personal mobility devices, cycle logistics | CCM 6.4 | 15 | 2.6% | Yes | N/EL | N/EL | N/EL | N/EL | N/EL | Yes | Yes | NA | NA | A Yes | s NA | Yes | 0.5% | | |
| Transport by motorbikes, passenger cars and light commercial vehicles | CCM 6.5 | 7 | 1.3% | Yes | N/EL | N/EL | N/EL | N/EL | N/EL | Yes | Yes | NA | Yes | s Yes | s NA | Yes | 0.8% | | Т |
| Infrastructure enabling low-carbon road transport and public transport | CCM C6.15 | 151 | 26.8% | Yes | N/EL | N/EL | N/EL | N/EL | N/EL | Yes | Yes | Yes | Yes | s Yes | s Yes | Yes | 30.3% | E | |
| Installation, maintenance and repair of energy efficiency equipment | CCM 7.3 | 0.69 | 0.1% | Yes | N/EL | N/EL | N/EL | N/EL | N/EL | Yes | Yes | Yes | Yes | s Yes | s Yes | Yes | 0.0% | E | |
| Installation, maintenance and repair of charging stations for electric vehicles in buildings | CCM 7.4 | 0.34 | 0.1% | Yes | N/EL | N/EL | N/EL | N/EL | N/EL | Yes | Yes | Yes | Yes | s Yes | s Yes | Yes | 0.0% | E | |
| Installation, maintenance and repair of renewable energy technologies | CCM 7.6 | 0.01 | 0.0% | Yes | N/EL | N/EL | N/EL | N/EL | N/EL | Yes | Yes | Yes | Yes | s Yes | s Yes | Yes | 0.0% | E | |
| Acquisition and ownership of buildings | CCM 7.7 | 16.32 | 2.9% | Yes | N/EL | N/EL | N/EL | N/EL | N/EL | Yes | Yes | NA | NA | A NA | NA | Yes | 0.1% | | |
| CapEx of taxonomy aligned activities (A.1.) | | 226 | 40.0% | | | | | | | Yes | Yes | NA | NA | NA NA | NA | Yes | 40.1% | | |
| of which enabling | | | 27.0% | 2.9% | | | | | | Yes | | | | | | | | E | |
| of which transitional | | | 7.5% | 0.1% | | | | | | Yes | Yes | Yes | Yes | s Yes | s Yes | Yes | 9.2% | | T |
| A.2. Taxonomy eligible but not taxono | imy align | ed activit | | EL; N/ | EL; N/ | EL; N/ | EL; N/ | EL; N/ | EL; N/ | | | | | | | | | | |
| | | | % | EL; N/ | EL; N/ | EL; N/ | EL; N/ | EL; N/ | EL; N/ | | | | | | | | | | |
| Passenger interurban rail transport | CCM 6.1 | 15 | 2.6% | EL | N/EL | N/EL | N/EL | N/EL | N/EL | | | | | | | | 1.2% | | |
| Urban and suburban transport, road passenger transport | CCM 6.3 | 0.42 | 0,1% | EL | N/EL | N/EL | N/EL | N/EL | N/EL | | | | | | | | 0.6% | | |
| Transport by motorbikes, passenger cars and light commercial vehicles | CCM 6.5 | 17 | 3.1% | EL | N/EL | N/EL | N/EL | N/EL | N/EL | | | | | | | | 2.3% | | |
| Acquisition and ownership of buildings | CCM 7.7 | 40 | 7.2% | EL | N/EL | N/EL | N/EL | N/EL | N/EL | | | | | | | | 7.3% | | |
| Manufacture of electronic equipment | CE 1.2 | 35 | 6.2% | N/EL | N/EL | N/EL | N/EL | EL | N/EL | | | | | | | | 6.4% | | |
| CapEx of taxonomy eligible but not taxonomy aligned activities (A.2.) | | 108 | 19.1% | 12.9% | | | | 6.2% | | | | | | | | | 17.8% | | |
| TOTAL A (A.1. + A.2.) | | 334 | 59.2% | 52.9% | | | | 6.2% | | | | | | | | | 57.9% | | |
| B. TAXONOMY NON-ELIGIBLE ACTIVI | TIES | | | | | | | | | | | | | | | | | | |
| CapEx of taxonomy non-eligible activities (B) | | 230 | 40.8% | | | | | | | | | | | | | | | | |
| TOTAL A + B | | 564 | 100.0% | | | | | | | | | | | | | | | | |

OPEX

| IFRS data | | | | | Substar | ntial con | tribution | criteria | | | DNSH C | riteria (C | | gnifican | t | | | | |
|---|-------------|-------------------|------------------------|----------------------------------|----------------------------------|-----------------------------------|----------------------|----------------------|-------------------------------------|-----------------------------------|-----------------------------------|------------------------------------|----------------|-----------------------|-------------------------------------|-------------------------|---|--------------------------------------|--|
| Economic activities (1) | Codes (2) | Absolute OpEx (3) | Proportion of OpEx (4) | Climate change mitigation (5) | Climate change adaptation (6) | Water and marine resources (7) | Pollution (8) | Circular economy [9] | Biodiversity and ecosystems (10) | Climate change mitigation (11) | Climate change adaptation (12) | Water and marine resources (13) | Pollution (14) | Circular economy [15] | Biodiversity and ecosystems (16) | Minimum safeguards (17) | Taxonomy-aligned proportion of OpEx, year N-1 (18) | Category (enabling activity) [19] | Category (transitional activity) (20) |
| | | €m | % | Yes; No; N/ EL | Yes; No; N/ EL | Yes; No; N/ EL | Yes; No; N/ EL | Yes; No; N/ EL | Yes; No; N/ EL | Yes/ No | Yes/ | Yes/ No | Yes/ No | Yes/ No | Yes/ | Yes/ No | % | E | Т |
| A. TAXONOMY ELIGIBLE ACTIVITIES | | | | | | | | | | | | | | | | | | | |
| A.1. Taxonomy aligned | | | | | | | | | | | | | | | | | | | |
| Passenger interurban rail transport | CCM 6.1 | | 0,5% | Yes | N/EL | N/EL | N/EL | N/EL | N/EL | Yes | Yes | NA | Yes | Yes | NA | Yes | 0.2% | | Т |
| Urban and suburban transport, road passenger transport | CCM 6.3 | | 1.7% | Yes | N/EL | N/EL | N/EL | N/EL | N/EL | Yes | Yes | NA | Yes | Yes | NA | Yes | 1.9% | | Т |
| Operation of personal mobility devices, cycle logistics | CCM 6.4 | | 0.9% | Yes | N/EL | N/EL | N/EL | N/EL | N/EL | Yes | Yes | NA | NA | Yes | NA | Yes | 1.0% | | |
| Infrastructure enabling low-carbon road transport and public transport | CCM 6.15 | | 64.0% | Yes | N/EL | N/EL | N/EL | N/EL | N/EL | Yes | Yes | Yes | Yes | Yes | Yes | Yes | 65.6% | E | |
| OpEx of taxonomy-aligned activities (A.1) | | 167 | 67.0% | 67.0% | | | | | | Yes | Yes | Yes | Yes | Yes | Yes | Yes | 68.7% | | |
| of which enabling | | | 64,0% | 64.0% | | | | | | Yes | Yes | NA | Yes | Yes | NA | Yes | 65.6% | E | |
| of which transitional | | | 2.2% | 2.2% | | | | | | Yes | Yes | Yes | Yes | Yes | Yes | Yes | 2.1% | | Т |
| A.2. Taxonomy eligible but not taxono | my aligr | ned activi | ties | | | | | | | | | | | | | | | | |
| | | | % | EL; N/ EL | EL; N/ EL | EL; N/ EL | EL; N/ EL | EL; N/ EL | EL; N/ EL | | | | | | | | | | |
| Passenger interurban rail transport | CCM 6.1 | | 0.2% | EL | N/EL | N/EL | N/EL | N/EL | N/EL | | | | | | | | 0.1% | | |
| Urban and suburban transport, road passenger transport | CCM 6.3 | | 0.4% | EL | N/EL | N/EL | N/EL | N/EL | N/EL | | | | | | | | 0.4% | | |
| OpEx of taxonomy eligible but not taxonomy aligned activities (A.2) | | 2 | 0.6% | 0.6% | | | | | | | | | | | | | 0.5% | | |
| TOTAL A (A.1. + A.2.) | | 169 | 67.7% | 67.7% | | | | | | | | | | | | | 69.2% | | |
| B. TAXONOMY NON-ELIGIBLE ACTIVI | TIES | | | | | | | | | | | | | | | | | | |
| OpEx of taxonomy non-eligible activities (B) | | 81 | 32.3% | | | | | | | | | | | | | | | | |
| TOTAL A + B | | 249 | 100.0% | | | | | | | | | | | | | | | | |

TURNOVER

SHARE OF TURNOVER/TOTAL TURNOVER Taxonomy-aligned by objective Taxonomy-eligible by objective ССМ 46.7% 49.4% 0% 0% CCA WTR 0% 0% СЕ 0% 0% PPC 0% 0% BIO 0% 0% CAPEX

SHARE OF INVESTMENTS/TOTAL INVESTMENTS

| | Taxonomy-aligned by objective | Taxonomy-eligible by objective |
|------------|-------------------------------|--------------------------------|
| ССМ | 40.0% | 52.9% |
| CCA | 0% | 0% |
| WTR | 0% | 0% |
| CE | 0% | 6.2% |
| PPC BIO | 0% | 0% |
| BIO | ۵% | 0% |
| OPEX | | |

SHARE OF COSTS/TOTAL COSTS

| | Taxonomy-aligned by objective | Taxonomy-eligible by objective |
|-----|-------------------------------|--------------------------------|
| ССМ | 67.0% | 67.7% |
| CCA | 0% | 0% |
| WTR | 0% | 0% |
| CE | 0% | 0% |
| PPC | 0% | 0% |
| BIO | 0% | 0% |

Page numbers where

External

GRI-G4 CONTENT INDEX TABLE (CORE CRITERIA OPTION)

Since 2002, JCDecaux reports its non-financial information in the Sustainability chapter of its Universal Registration Document and its Sustainability Report. This reporting is prepared in accordance with the guidelines of the Global Reporting Initiative (GRI). The GRI is an internationally recognised organisation that provides guidelines to help companies report on their economic, environmental and social performance.

JCDecaux has chosen to adopt the "core criteria" reporting approach under which certain general and specific information must be disclosed. The table below sets out both types of information for the JCDecaux Group and matches the GRI indicators to the information published for our 2024 fiscal year.

GENERAL STANDARD DISCLOSURES

| GRI G4 - ii | ndicators |
|-------------|-----------|
|-------------|-----------|

| GRI G4 - indicator | "S | indicators can be found | verification |
|--------------------|--|---|------------------------|
| STRATEGY AND | ANALYSIS | | |
| G4-1 | Statement from the most senior decision-maker of the organisation about the relevance of Sustainability to the organisation and the organisation's strategy for addressing it | Pages 6-7 | |
| ORGANISATION | AL PROFILE | | |
| G4-3 | Name of the organisation | Cover page | |
| G4-4 | Primary brands, products, and services | Pages 34-49 (URD) | |
| G4-5 | Location of the organisation's headquarters | Page 406 (URD) | |
| G4-6 | Number of countries in which the organisation is located and specify the name of those where the organisation has major operations, or that are particularly affected by the Sustainability issues covered in the report | Pages 47, 403-405 (URD) | Pages 252-253 (URD) |
| G4-7 | Nature of ownership and legal form | Page 406 (URD) | |
| G4-8 | Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries) | Pages 34-49, 403-405 (URD) | |
| G4-9 | Scale of the organisation | Cover page | Pages 252-253 (URD) |
| G4-10 | Employment numbers (by type of contracts and by gender) | Pages 77 | |
| G4-11 | Percentage of total employees covered by collective bargaining agreements | Page 85 | |
| G4-12 | Description of the organisation's supply chain | Page 44 | |
| G4-13 | Any significant changes during the reporting period regarding the organisation's size, structure, share capital, or its supply chain | Pages 12-13 (URD) | |
| G4-14 | Report whether and how the precautionary approach or principle is addressed by the organisation | Pages 124-142, 228- 239 | |
| G4-15 | List of externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses | Pages 44, 76, 78-81, 96-98, 124-142, 228- 239 | |
| G4-16 | Memberships of associations (such as industry associations) and national or international advocacy organisations | Page 44 | |
| IDENTIFIED MAT | FERIAL ASPECTS AND BOUNDARIES | | |
| G4-17 | Entities included in the organisation's consolidated financial statements | Pages 403-405 (URD) | Pages 252-253 (URD) |
| G4-18 | Process for defining the report content and the Aspect Boundaries | Pages 30-43 | |
| G4-19 | Aspects Boundaries identified in the process for defining report content | Pages 30-43 | |
| G4-20 | Aspect Boundary within the organisation | Pages 30-43 | |
| G4-21 | Aspect Boundary outside the organisation | Pages 30-43 | |
| G4-22 | Effect of any restatements of information provided in previous reports, and the reasons for such restatements | N/A | |
| G4-23 | Significant changes from previous reporting periods in the Scope and Aspect Boundaries | Pages 34-36 & Pages 12-13 (URD) | Pages 120-123 |
| STAKEHOLDER | ENGAGEMENT | | |
| G4-24 | List of stakeholder groups engaged by the organisation | Pages 44-46, 92-100 | |
| G4-25 | Basis for identification and selection of stakeholders with whom to engage | Pages 30-46, 92-100 | |
| G4-26 | Organisation's approach to stakeholder engagement | Pages 44-46, 92-100 | |
| G4-27 | Key themes and concerns raised during discussions with stakeholders and how the Company responds | Pages 30-46, 92-100 | |
| REPORT PROFIL | E | | |
| G4-28 | Reporting period for information provided | Pages 30-31 | Pages 120-123 |
| G4-29 | Date of most recent previous report | Pages 30-31 | Pages 120-123 |
| G4-30 | Reporting cycle | Pages 30-31 | Pages 120-123 |

GENERAL STANDARD DISCLOSURES

| | Page numbers where External indicators can be found verification |
|--|--|
| Contact point for questions regarding the report or its contents | Page 397 (URD) |
| Reporting of the 'compliance' option the organisation has chosen, GRI Content Index for the chosen option, and reference to the External Assurance Report | Pages 30, 115, 98 |
| Organisation's policy and current practice with regard to seeking external assurance for the report | Pages 30-31, 98 |
| | |
| Governance structure of the organisation | Pages 124-153 |
| GRITY | |
| Organisation's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics | Pages 19-22, 78-81, 96-98, 124-142, 228- 239 |
| | Reporting of the 'compliance' option the organisation has chosen, GRI Content Index for the chosen option, and reference to the External Assurance Report Organisation's policy and current practice with regard to seeking external assurance for the report Governance structure of the organisation GRITY Organisation's values, principles, standards and norms of |

| GENERAL STAN | DARD DISCLOSURES | | | | | |
|-------------------|--|---|---------------------------|-------------------------|-----------------------------|-----------------------|
| GRI G4 - indicato | rs | Page numbers where indicators can be found | ldentified omission(s) | Reasons for omission | Explanation for omission | External verification |
| CATEGORY: ENV | /IRONMENT | | | | | |
| MATERIAL ASPE | ECT: ENERGY | | | | | |
| G4-DMA | Generic Disclosures on Management Approach | Pages 52-68 | | | | |
| G4-EN3 | Organisation's energy consumption | Pages 54-61 and see our response to the CDP | | | | Pages 120-123 |
| G4-EN6 | Reduction in energy consumption | Pages 54-61 and see our response to the CDP | | | | |
| MATERIAL ASPE | ECT: EMISSIONS | | | | | |
| G4-DMA | Generic Disclosures on Management Approach | Pages 52-68 and see our response to the CDP | | | | |
| G4-EN15 | Direct GHG emissions (Scope 1) | Page 62 and see our response to the CDP | | | | Pages 120-123 |
| G4-EN16 | Indirect GHG emissions (Scope 2) relating to energy | Page 62 and see our response to the CDP | | | | Pages 120-123 |
| G4-EN17 | Other indirect GHG emissions (Scope 3) | Page 62 and see our response to the CDP | | | | Pages 120-123 |
| G4-EN18 | GHG emissions intensity | See our response to the CDP | | | | |
| G4-EN19 | Reduction of GHG emissions | Pages 52-67 and see our response to the CDP | | | | Pages 120-123 |
| MATERIAL ASPE | ECT: EFFLUENTS AND WASTE | | | | | |
| G4-DMA | Generic Disclosures on Management Approach | Page 51 | | | | |
| G4-EN23 | Total weight of waste by type and disposal method | Page 51 | | | | |
| MATERIAL ASPE | ECT: SUPPLIER ENVIRONMENTAL | ASSESSMENT | | | | |
| G4-DMA | Generic Disclosures on Management Approach | Pages 98-100 | | | | |
| G4-EN32 | Percentage of new suppliers checked using environmental criteria | Page 99 | | | | |

| GENERAL STAN | IDARD DISCLOSURES | | | | | |
|-------------------|---|--|---|--|---|-----------------------|
| GRI G4 - indicato | rs | Page numbers where indicators can be found | ldentified omission(s) | Reasons for omission | Explanation for omission | External verification |
| CATEGORY: SOC | CIAL | | | | | |
| SUB-CATEGORY | (: LABOUR PRACTICES AND DECE | NT WORK | | | | |
| MATERIAL ASPE | ECT: OCCUPATIONAL HEALTH AND |) SAFETY | | | | |
| G4-DMA | Generic Disclosures on Management Approach | Pages 80-82 | | | | Pages 120-123 |
| G4-LA6 | Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender | Pages 80-82 | Information not reported by gender | The information is currently unavailable | | Pages 120-123 |
| MATERIAL ASPE | ECT: TRAINING AND EDUCATION | | | | | |
| G4-DMA | Generic Disclosures on Management Approach | | | | | |
| G4-LA9 | Average hours of training per year per employee by gender, and by employee category | | Information not reported by gender or employee category | The information is currently unavailable | | |
| MATERIAL ASPE | ECT: DIVERSITY AND EQUAL OPPO | RTUNITY | | | | |
| G4-DMA | Generic Disclosures on Management Approach | Pages 77, 82-84 | | | | |
| G4-LA12 | Composition of governance bodies and breakdown of employees by professional category, gender, age range, minority status and other diversity markers | Pages 77, 82-84 | Information on minorities | The existence of specific legal restrictions | French Law No. 78-17 of 6 January 1978, the "French Data Protection Act" (Article 8) | |
| MATERIAL ASPE | ECT: SUPPLIER ASSESSMENT FOR | LABOUR PRACTICES | | | | |
| G4-DMA | Generic Disclosures on Management Approach | Pages 90-92 | | | | |
| G4-LA14 | Percentage of new suppliers that were screened using labour practices criteria | Pages 90 | | | | |
| SUB-CATEGORY | Y: HUMAN RIGHTS | | | | | |
| MATERIAL ASPE | ECT: SUPPLIER HUMAN RIGHTS AS | SSESSMENT | | | | |
| G4-DMA | Generic Disclosures on Management Approach | Pages 98-100 | | | | Pages 120-123 |
| G4-HR10 | Percentage of new suppliers that were screened using human rights criteria | Page 99 | | | | |
| SUB-CATEGORY | (: COMPANY | | | | | |
| MATERIAL ASPE | ECT: FIGHT AGAINST CORRUPTION | l | | | | |
| G4-DMA | Generic Disclosures on Management Approach | Pages 78-79, 96-98 | | | | Pages 120-123 |
| G4-S04 | Communication and training on anti- corruption policies and procedures | Pages 78-79, 96-98 | | | | |

CROSS-REFERENCE TABLE TCFD

| TOPIC | TCFD RECOMMENDATION | CONCORDANCE WITH THE 2024 SUSTAINABILITY REPORT AND THE RESPONSE TO THE 2024 CDP |
|--|--|---|
| Governance | a) Describe the Board of Director's oversight of climate change | CDP: |
| Provide information on the organisation's governance with regard to climate | risks and opportunities | C4. [4.1.2] Identify the positions (do not include any names) of the individuals or committees on the board with accountability for environmental issues and provide details of the board's oversight of environmental issues. |
| change risks and | | Sustainability Report: |
| opportunities | | 2.1.1.2.1. Governance overview (GOV-1) / Management bodies 2.1.1.2.2. Strategic sustainability information provided to governance bodies (GOV-2) |
| | b) Describe management's role in assessing and managing | CDP: |
| | climate change risks and opportunities | C4. [4.3.1] Provide the highest senior management-level positions or committees with responsibility for environmental issues (do not include the names of individuals). |
| | | Sustainability Report: |
| | | - 2.1.1.2.1. Governance overview (GOV-1) / Management bodies |
| | | 2.1.1.2.5. Risk factors and internal control of ESG data (GOV-5) 2.1.2.1.3. Transition plan for climate change mitigation (E1-1) |
| Strategy | a) Describe the risks and | CDP: |
| Providing information on the proven and potential effects of | opportunities related to climate change in the near, medium and long term that have been identified by the organisation | C2. (2.1) How does your organisation define short-, medium-, and long-term time horizons in relation to the identification, assessment, and management of your environmental dependencies, impacts, risks, and opportunities? |
| climate change risks and opportunities on | | - C2. (2.4) How does your organisation define substantive effects on your organisation? |
| the organisation's activities, strategy and financial planning, | | C3. (3.1.1) Provide details of the environmental risks identified which have had a substantive effect on your organisation in the reporting year, or are anticipated to have a substantive effect on your organisation in the future. |
| when this information is material | | C3. (3.6.1) Provide details of the environmental opportunities identified which have had a substantive effect on your organisation in the reporting year, or are anticipated to have a substantive effect on your organisation in the future. |
| | | Sustainability Report: |
| | | 2.1.1.4.2. Material impacts, risks and opportunities, and their interaction with the strategy and the business model [SBM-3] |
| | | 2.1.2.1.1. Assessment of material impacts, risks and opportunities, and their interaction with the strategy and the business model (SBM-3 and IRO-1) |
| | | - 2.1.2.3. Green Taxonomy: assessing the sustainability of our activities |
| | b) Describe the impact of climate | CDP: |
| | risks and opportunities on the organisation's activities, | - C5. (5.2) Does your organisation's strategy include a climate transition plan? |
| | strategy and financial planning | C3. (3.1.1) Provide details of the environmental risks identified which have had a substantive effect on your organisation in the reporting year, or are anticipated to have a substantive effect on your organisation in the future. |
| | | C3.[3.6.1] Provide details of the environmental opportunities identified which have had a substantive effect on your organisation in the reporting year, or are anticipated to have a substantive effect on your organisation in the future. |
| | | - C5.(5.3.1) Describe where and how environmental risks and opportunities have affected your |
| | | strategy. C5.(5.3.2) Describe where and how environmental risks and opportunities have affected your financial planning. |
| | | Sustainability Report: |
| | | 2.1.2.1.1. Assessment of material impacts, risks and opportunities, and their interaction with the strategy and the business model (SBM-3 and IRO-1) |
| | | - 2.1.2.1.8. Anticipated financial effects of physical and material transition risks and potential climate-related opportunities (E1-9)- DR with Phase-in |
| | c) Strategy resilience in different climate scenarios | CDP: |
| | | C5.(5.1) Does your organisation use scenario analysis to identify environmental outcomes? C5. (5.2) Does your organisation's strategy include a climate transition plan? |
| | | Sustainability Report: |
| | | - 2.1.2.1.2. Climate change: Our climate policies (E1-1 and E1-2) [With respect to the MDR-P] |
| | | 2.1.2.1.1. Assessment of material impacts, risks and opportunities, and their interaction with the strategy and the business model (SBM-3 and IRO-1) |

| TOPIC | TCFD RECOMMENDATION | CONCORDANCE WITH THE 2024 SUSTAINABILITY REPORT AND THE RESPONSE TO THE 2024 CDP |
|--|---|---|
| Risk Management | a) Describe the processes put in | CDP: |
| Describe the processes used by the organisation to identify, assess and manage climate risks | place by the organisation to identify and assess climate change risks | C2. [2.1] How does your organisation define short-, medium-, and long-term time horizons in relation to your dependencies, impacts, risks, and opportunities. C2. [2.2.2] Provide details of your organization's process for identifying, assessing, and managing environmental dependencies, impacts, risks, and/or opportunities. C2. [2.4] How does your organisation define substantive effects on your organisation? |
| | | Sustainability Report: |
| | | 2.1.1.4.1. Procedure for identifying and assessing material impacts, risks and opportunities (IRO-1) |
| | | 2.1.2.1.1. Assessment of material impacts, risks and opportunities, and their interaction with the strategy and the business model (SBM 3 and IRO-1) |
| | b) Climate risk management | CDP: |
| | procedures | C2. (2.2.2) Provide details of your organisation's process for identifying, assessing, and managing environmental dependencies, impacts, risks, and/or opportunities. C2.(2.4) How does your organisation define substantive effects on your organisation? |
| | | Sustainability Report: |
| | | 2.1.2.1.1. Assessment of material impacts, risks and opportunities, and their interaction with the strategy and the business model (SBM-3 and IRO-1) |
| | | 2.1.2.1.2. Climate change: Our climate policies (E1-1 and E1-2) [With respect to the MDR-P] 2.1.2.1.4. Actions and targets related to climate change mitigation and adaptation (E1-3 and E1-4) |
| | c) Integration of climate risk | CDP: |
| | identification, assessment and management procedures in the Company's overall risk management | C2. (2.2.2) Provide details of your organisation's process for identifying, assessing, and managing environmental dependencies, impacts, risks, and/or opportunities. C2. (2.4) How does your organisation define substantive effects on your organisation? |
| | 5 | Sustainability Report: |
| | | 2.1.2.1.2. Climate change: Our climate policies (E1-1 and E1-2) [With respect to the MDR-P] |
| | | - 2.1.2.1.3. Transition plan for climate change mitigation (E1-1) |
| Indicators & Targets a) Indicators used to assess risks CDP: and opportunities in accordance | | CDP: |
| Publish indicators and targets to assess and manage relevant climate risks and | with its strategy and risk management procedure | C3. [3.1.1] Provide details of the environmental risks identified which have had a substantive effect on your organisation in the reporting year, or are anticipated to have a substantive effect on your organisation in the future. |
| opportunities | | C3. (3.6.1) Provide details of the environmental opportunities identified which have had a substantive effect on your organisation in the reporting year, or are anticipated to have a substantive effect on your organisation in the future. |
| | | Sustainability Report: |
| | | - 2.1.2.1.4. Actions and targets related to climate change mitigation and adaptation [E1-3 and E1- 4] |
| | | - 2.1.2.1.5. Energy consumption and energy mix (E1-5) |
| | | 2.1.2.1.6. Emissions throughout the value chain (E1-6) 2.1.2.1.8. Anticipated financial effects of physical and material transition risks and potential climate-related opportunities (E1-9) - DR with Phase-in |
| | b) Declaration of greenhouse gas (GHG) emissions on scopes 1, 2 & 3 and associated risks | CDP: |
| | | - C7. [7.6] / [7.7] What were your organisation's gross global Scope 1 & Scope 2 emissions in metric tons CO2e? |
| | | C7. [7.8] Account for your organisation's gross global Scope 3 emissions, disclosing and explaining any exclusions |
| | | Sustainability Report: |
| | a) Objectives used to measure | - 2.1.2.1.6. Emissions throughout the value chain (E1-6) |
| | c) Objectives used to manage climate risks and opportunities and the performance achieved against objectives | CDP: C7. (7.53.1) / (7.53.2) Provide details of your absolute/intensity emissions targets and progress made against those targets. |
| | againet asjoci roo | C7. (7.54.1) Provide details of your targets to increase or maintain low-carbon energy consumption or production. C7. (7.54.3) Provide details of your net-zero. |
| | | Sustainability Report: |
| | | 2.1.2.1.2. Climate change: Our climate policies (E1-1 and E1-2) [With respect to the MDR-P] 2.1.2.1.3. Transition plan for climate change mitigation (E1-1) |

REPORT ON THE CERTIFICATION OF SUSTAINABILITY INFORMATION AND VERIFICATION OF THE DISCLOSURE REQUIREMENTS UNDER ARTICLE 8 OF REGULATION (EU) 2020/852

Year ended 31st December 2024

To the members of the General Assembly,

This report is issued in our capacity as statutory auditor in charge of the certification of sustainability information of JCDecaux SE. It covers the sustainability information and the information required by Article 8 of Regulation (EU) 2020/852, relating to the year ended 31st December 2024 and included in section Chapter 2 Our Social, Societal and Environmental Responsibility in the group management report.

Pursuant to Article L. 233-28-4 of the French Commercial Code, JCDecaux SE is required to include the above mentioned information in a separate section of the group's management report. This information has been prepared in the context of the first time application of the aforementioned articles, a context characterised by uncertainties regarding the interpretation of the legal texts, the use of significant estimates, the absence of established practices and frameworks in particular for the double-materiality assessment, and an evolving internal control system. It enables to understand the impact of the activity of the group on sustainability matters, as well as the way in which these matters influence the development of the business of the group, its performance and position. Sustainability matters include environmental, social and governance matters.

Pursuant to Article L.821-54 II of the aforementioned Code our responsibility is to carry out the procedures necessary to issue a conclusion, expressing limited assurance, on:

- Compliance with the sustainability reporting standards adopted pursuant to Article 29 ter of Directive (EU) 2013/34 of the European Parliament and of the Council of 14 December 2022 (hereinafter ESRS for *European Sustainability Reporting Standards*) of the process implemented by JCDecaux SE to determine the information reported, and compliance with the requirement to consult the social and economic committee provided for in the sixth paragraph of Article L. 2312-17 of the French Labour Code;
- Compliance of the sustainability information included in section Chapter 2 Our Social, Societal and Environmental Responsibility of the group management report with the requirements of article L. 233-28-4 of the French Commercial Code, including the ESRS; and
- Compliance with the reporting requirements set out in Article 8 of Regulation (EU) 2020/852.

This engagement is carried out in compliance with the ethical rules, including independence, and quality control rules prescribed by the French Commercial Code.

It is also governed by the H2A guidelines on "Limited assurance engagement on the certification of sustainability information and verification of disclosures requirements set out in Article 8 of Regulation (EU) 2020/852".

In the three separate parts of the report that follow, we present, for each of the parts of our engagement, the nature of the procedures that we carried out, the conclusions that we drew from these procedures and, in support of these conclusions, the elements that to which we paid particular attention and the procedures that we carried out with regard to these elements. We draw your attention to the fact that we do not express a conclusion on any of these elements taken in isolation and that the procedures described should be considered in the overall context of the formation of the conclusions issued in respect of each of the three parts of our engagement.

Finally, where deemed necessary to draw your attention to one or more disclosures of sustainability information provided by JCDecaux SE in the group management report, we have included an emphasis of matter paragraph hereafter.

Limits of our engagement

As the purpose of our engagement is to provide limited assurance, the nature (choice of techniques), extent (scope) and timing of the procedures are less than those required to obtain a reasonable assurance.

Furthermore, this engagement does not provide guarantee regarding the viability or the quality of the management of JCDecaux SE, in particular it does not provide an assessment, of the relevance of the choices made by JCDecaux SE in terms of action plans, targets, policies, scenario analyses and transition plans, which would go beyond compliance with the ESRS reporting requirements.

It does, however, allow us to express conclusions regarding the entity's process for determining the sustainability information to be reported, the sustainability information itself, and the information reported pursuant to Article 8 of Regulation (EU) 2020/852, as to the absence of identification or, on the contrary, the identification of errors, omissions or inconsistencies of such importance that they would be likely to influence the decisions that readers of the information subject to this engagement might make.

Our engagement does not cover any comparative information.

Compliance with the ESRS of the process implemented by JCDecaux SE to determine the information reported, and compliance with the requirement to consult the social and economic committee provided for in the sixth paragraph of Article L. 2312-17 of the Labour Code

Nature of procedures carried out

Our procedures consisted in verifying that:

- The process defined and implemented by JCDecaux SE has enabled, in accordance with the ESRS, to identify and assess its impacts, risks and opportunities related to sustainability matters, and to identify the material impacts, risks and opportunities, that are disclosed in section Chapter 2 Our Social, Societal and Environmental Responsibility of the group management report, and
- The information provided on this process also complies with the ESRS.

We also checked the compliance with the requirement to consult the social and economic committee.

Conclusion of the procedures carried out

Based on the procedures we have carried out, we have not identified any material errors, omissions or inconsistencies regarding the compliance of the process implemented by JCDecaux SE with the ESRS.

Concerning the consultation of the Social and Economic Committee provided for in the last paragraph of Article L. 2312-17 of the French Labor Code, we inform you that, at the date of this report, this has not yet taken place and is scheduled for April 29, 2025.

Emphasis of matters

Without qualifying the conclusion expressed above, we draw your attention to the information provided in the group management report in the section 2.1.1.4.1. Procedure for identifying and assessing material impacts, risks and opportunities (IRO-1) relating to the scope included in the value chain consideration as described.

Elements that received particular attention

· Concerning the identification of impacts, risks and opportunities

The information on the identification of impacts, risks and opportunities is provided in section 2.1.1.4.1. Procedure for identifying and assessing material impacts, risks and opportunities (IRO-1) of the Group's management report.

We reviewed the process implemented by the entity to identify actual or potential impacts (negative or positive), risks and opportunities ("IRO"), actual or potential, in relation to the sustainability issues mentioned in paragraph AR 16 of the "Application requirements" of ESRS 1 and, where applicable, those specific to the entity.

In particular, we assessed the steps taken by the entity to determine its impacts and dependencies, which may be a source of risks or opportunities, including the dialogue implemented, where applicable, with stakeholders.

We reviewed the entity's mapping of identified IRO, including a description of their distribution within the entity's own activities and value chain, as well as their time horizon (short, medium or long term), and assessed the consistency of this mapping with our knowledge of the entity and, where applicable, with the risk analyses carried out by the entities of the Group.

We:

- Assessed the approach used by the entity to gather information on subsidiaries;
- Assessed the way in which the entity has considered the list of sustainability topics enumerated by ESRS 1 (AR 16) in its analysis;
- Assessed the consistency of the actual and potential impacts, risks and opportunities identified by the entity with available sector analyses;
- Assessed the consistency of the actual and potential impacts, risks and opportunities identified by the entity, particularly those that are specific to it, as not covered or insufficiently covered by ESRS standards, with our knowledge of the entity;
- Assessed how the entity has taken into account the different time horizons, particularly with regard to climate issues;
- Assessed whether the entity has taken into account the risks and opportunities that may arise from both past and future events as a result of its own activities or business relationships, including actions taken to manage certain impacts or risks;
- Assessed whether the entity has taken account of its dependence on natural, human and/or social resources in identifying risks and opportunities.

Compliance of the sustainability information included in section Chapter 2 Our Social, Societal and Environmental Responsibility of the group management report with the requirements of Article L.233-28-4 of the French Commercial Code, including the ESRS

Nature of procedures carried out

Our procedures consisted in verifying that, in accordance with legal and regulatory requirements, including the ESRS:

- The disclosures provided enable to understand the general basis for the preparation and governance of the sustainability information included in section Chapter 2 Our Social, Societal and Environmental Responsibility of the group management report, including the basis for determining the information relating to the value chain and the exemptions from disclosures used;
- The presentation of this information ensures its readability and understandability;
- The scope chosen by JCDecaux SE for providing this information is appropriate; and
- On the basis of a selection, based on our analysis of the risks of non-compliance of the information provided and the expectations of users, this information does not contain any material errors, omissions or inconsistencies, i.e. that are likely to influence the judgement or decisions of users of this information.

Conclusion of the procedures carried out

On the basis of the procedures we have carried out, we have not identified material errors, omissions or inconsistencies regarding the compliance of the sustainability information included in section Chapter 2 Our Social, Societal and Environmental Responsibility of the group management report with the requirements of Article L. 233-28-4 of the French Commercial Code, including the ESRS.

Emphasis of matters

Without qualifying the conclusion expressed above, we draw your attention to the information provided in section 2.1.1.1. Information related to our reporting and its scope in the Group management report, which sets out the context in which the sustainability information was drawn up and the methodological principles applied, in particular for the omissions of datapoints acceptable for this first year of application, as well as the methodological approach used for the breakdown of headcount and electricity consumption.

Elements that received particular attention

Information provided in application of environmental standards (ESRS E1 to E5)

The information published on climate change (ESRS E1) is mentioned in 2.1.2.1. Deploy an ambitious Climate Strategy targeting Net Zero (ESRS E1) in the Group's management report.

We present below the information to which we have paid particular attention concerning the compliance of this information with the ESRS.

Our work consisted in particular in:

- On the basis of interviews conducted with the management or persons concerned, in particular the management in Sustainability Department, we assessed whether the description of policies, actions and targets implemented by the entity covers the following areas: climate change mitigation and renewable energies.
- To assess the appropriateness of the information presented in notes 2.1.2.1. Deploy an ambitious Climate Strategy targeting Net Zero (ESRS E1) of the environmental section of the sustainability information included in the Group management report, and its overall consistency with our knowledge of the entity.

Concerning the information published in respect of greenhouse gas emissions:

- We reviewed the internal control and risk management procedures implemented by the entity to ensure the conformity of the information published;
- We assessed the consistency of the scope considered for the assessment of the greenhouse gas emissions balance sheet with the scope of the consolidated financial statements, the activities under operational control, and the upstream and downstream value chain;
- We reviewed the greenhouse gas emissions inventory protocol used by the entity to draw up the greenhouse gas emissions balance sheet, and have assessed its application to a selection of emissions categories and sites, for scope 1 and scope 2;
- With regard to Scope 3 emissions, we assessed:
 - The justification for the inclusion and exclusion of the various categories, and the transparency of the information provided in this respect,
 - The information gathering process.
- We assessed the appropriateness of the emission factors used and the related conversion calculations, as well as the calculation and extrapolation assumptions, taking into account the uncertainty inherent in the state of scientific or economic knowledge and in the quality of the external data used;

- We have interviewed management to understand the main changes in business activities during the year that are likely to have an impact on the greenhouse gas emissions balance sheet;
- For physical data (such as energy consumption), we reconciled, on a test basis, the underlying data used to draw up the greenhouse gas emissions balance sheet with the supporting documents;
- We performed analytical procedures;
- Concerning the estimates used by the group in the preparation of its greenhouse gas emissions, which we considered to be structuring:
 - Through discussions with management, we were informed of the methodology used to calculate the estimated data and the sources of information on which these estimates are based;
 - We have assessed whether the methods have been applied consistently or whether there have been any changes since the previous period, and whether these changes are appropriate;
- We have verified the arithmetical accuracy of the calculations used to establish this information.

Compliance with the reporting requirements set out in Article 8 of Regulation (EU) 2020/852

Nature of procedures carried out

Our procedures consisted in verifying the process implemented by JCDecaux SE to determine the eligible and aligned nature of the activities of the entities included in the consolidation.

They also involved verifying the information reported pursuant to Article 8 of Regulation (EU) 2020/852, which involves checking:

- The compliance with the rules applicable to the presentation of this information to ensure that it is readable and understandable;
- On the basis of a selection, the absence of material errors, omissions or inconsistencies in the information provided, i.e. information likely to influence the judgement or decisions of users of this information.

Conclusion of the procedures carried out

Based on the procedures we have carried out, we have not identified any material errors, omissions or inconsistencies relating to compliance with the requirements of Article 8 of Regulation (EU) 2020/852.

March, 6th 2025

The statutory auditor

Grant Thornton The French Member Firm of Grant Thornton International

> Vincent Frambourt Partner

2.2. DEPLOYMENT OF OUR VIGILANCE APPROACH

2.2.1. A VIGILANCE APPROACH INVOLVING ALL GROUP STAKEHOLDERS

Long concerned about the human, social and environmental impact of its activities on its employees and stakeholders, JCDecaux deploys a continuous Vigilance approach, in line with the applicable legal framework and its ambitious ESG strategy, renewed in 2022. This approach involves the mobilisation of key players within the Group, both for its global governance at its highest level [2.2.1.1.], and for its development and monitoring, which mobilise several cross-functional departments, based on a framework and dedicated structures [2.2.1.2.].

2.2.1.1. Governance bodies

- Created in 2018, the Group Vigilance Committee is more specifically in charge of drawing up the annual Vigilance Plan, monitoring its implementation and processing the alerts reported to it. It ensures the monitoring of action plans in connection with the major extra-financial risks addressed as part of the CSRD exercise (for more details, please refer to the 2.2.2.2 Our tools and resources on p. 127 of this document).
- Each year, JCDecaux SE's Executive Board approves the Vigilance Plan prepared by the Committee and approved by the Ethics and ESG Committee (see below) and keeps itself regularly informed of its application, as part of the monitoring of the Compliance policy of the Company and the JCDecaux Group.
- The Ethics and ESG Committee confirms the annual Vigilance Plan and, since 2023 has monitored issues related to ESG on behalf of the Supervisory Board, in order to better understand the topics and the way in which the Company handles them.
- The Supervisory Board of JCDecaux SE, with responsibility for monitoring the Executive Board's management of the Company, is regularly notified of the main issues facing the Company, including in the areas of social and environmental responsibility.

2

2.2.1.2. Dedicated structures & guidelines

| | | SPECIALISED COMMITTEES | OPERATIONAL DIVISIONS | TRANSVERSAL FUNCTIONS | GUIDELINES |
|-----------------|-------------------------------|--|---|---|---|
| HUMAN RIGHTS | SUPPLIERS & SUBCONTRACTORS | The CIVSF Committee, steered by the Human Resources & International Projects Departments, ensures the governance of the follow-up of the Fundamental Social Values | Human Resources D e p a r t m e n t - International Projects Purchasing, Inventories & Production Department | The Department of Sustainability & Quality is co-responsible with the Group Functions for the integration of environmental, social and societal challenges in their business lines The Group Legal Department is in charge of the Secretaries of the Vigilance Committee and the Ethics & ESG Committee (CERSE), as well as the processing of Vigilance alerts The Compliance Department, within the Group Legal Department, is in charge of monitoring Compliance within the Group The Internal Audit Department coordinates the preparation of the Group risk mapping, which includes extra-financial risks and incorporates the challenges of Sustainability The Group IT Department ensures the development and maintenance of alert tools | EXTERNAL Principles of the United Nations G l o b a L Compact (since 2015) INTERNAL International Charter of Fundamental Social Values (2020 edition) Group Social Policy (2023 edition) INTERNAL Supplier Code of Conduct (2022 edition) |
| HEALTH & SAFETY | GROUP | The Group Health & Safety Committee, overseen by the International. O p e r a t i o n s Department, has been responsible since 2014 for monitoring t h e deployment of the G r o u p 's Health and Safety Policy, notably via an audit and awareness programme for subsidiaries | International Operations Department | The Department of Sustainability & Quality is co-responsible with the Group Functions for the integration of environmental, social and societal challenges in their business lines The Group Legal Department is in charge of the Secretaries of the Vigilance Committee and the Ethics & ESG Committee (CERSE), as well as the processing of Vigilance alerts The Compliance Department, within the Group Legal Department, is in charge of monitoring Compliance within the Group The Internal Audit Department coordinates the preparation of the Group risk mapping, which includes extra-financial risks and incorporates the challenges of Sustainability The Group IT Department en s u r e s the development and maintenance of alert tools | INTERNAL International Charter of Fundamental Social Values (2018) Group Social Policy (2023 edition) Priority "Towards a responsible business environment" of our 2030 ESG Strategy JCDecaux Health & Safety Policy statement GRHS.001 Group Health & Safety Minimum Requirements |
| | SUPPLIERS & SUBCONTRACTORS | | SUPPLIERS & SUBCONTRACTORS Purchasing, Inventories & Production Department SUBCONTRACTORS International O p e r a t i o n s Department | | Supplier Code of Conduct (2022) Priority "Towards a responsible business environment" of our 2030 ESG Strategy |
| ENVIRONMENT | GROUP | The Environment Committee is managed by the Department of Sustainaility & Quality and is sponsored by the Chief Financial Officer, Information Systems & Administration, a member of the Executive Board. This Committee coordinates and validates all actions aimed at improving the environmental footprint of the Group, before approval by the Executive Board | Department of Sustainability & Quality Purchasing, Inventories & Production Department International Operations Department | The Department of Sustainability & Quality is co-responsible with the Group Functions for the integration of environmental, social and societal challenges in their business lines The Group Legal Department is in charge of the Secretaries of the Vigilance Committee and the Ethics & ESG Committee.(CERSE), as well as the processing of Vigilance alerts The Compliance Department, within the Group Legal Department, is in charge of monitoring Compliance within the Group The Internal Audit Department coordinates the preparation of the Group risk mapping, which includes extra-financial risks and incorporates the challenges of Sustainability | EXTERNAL Principles of the United Nations Global Compact (since 2015) INTERNAL "Towards an optimised environmental footprint" (2030 ESG Strategy) |
| | SUPPLIERS & SUBCONTRACTORS | | Purchasing, Inventories & Production Department | The Group IT Department e n s u r e s the development and maintenance of alert tools | INTERNAL Supplier Code of Conduct (2022 edition) |

2.2.2. REPORT ON THE IMPLEMENTATION OF THE 2024 VIGILANCE PLAN & OBJECTIVES OF THE 2025 VIGILANCE PLAN

2.2.2.1. Our achievements in 2024 and objectives for 2025

In accordance with its annual commitments, the JCDecaux Group has taken the necessary steps to prepare and make public its 2025 Vigilance Plan in the 2024 Universal Registration Document, as included in the Company's management report.

In accordance with the Compliance strategy adopted by the Group and approved by the Company's Executive Board, this Plan provides a detailed assessment of our Vigilance approach in 2024 and precisely lists the objectives assigned for 2025, based notably on the procedures and reference texts in force within the Group (International Charter of Fundamental Social Values, Group Social Policy, United Nations Global Compact and Supplier Code of Conduct).

Details of the actions carried out in 2024 and the objectives projected for 2025 are provided in the Appendix 1 on p. 129 of this Document.

Review of the 2024 Vigilance Plan: continuation of ongoing efforts to promote the Group's Vigilance culture accompanied by a first CSRD exercise

In 2024, a significant effort was made to ensure the achievement of the Vigilance objectives assigned by the 2024 Plan.

Emphasis was placed on:

- The deployment of a risk mapping even more suited to the different Business and Country configurations:
 - by updating the Purchasing risk mapping (Purchasing / Internal Audit functions)
 - through the implementation of a double materiality analysis, a prerequisite of the CSRD, in order to identify material Impacts, Risks and Opportunities for the Group (Sustainability and Quality function)
- The subsidiaries' knowledge and compliance with the values, principles and commitments of the International Charter of Fundamental Social Values, by means of corrective action plans carried out following the biannual survey for the 2023-2024 period (Human Resources function)
- The dissemination of Health & Safety standards to subsidiaries and subcontractors, through the holding in 2024 of 10 face-toface or remote audits and four meetings of the Health and Safety Committee, as well as the continued deployment of a health and safety awareness-raising campaign with area and country managers, and a dedicated health and safety campaign for all employees [International Operations function]
- The signature by 100% of the Directors and Chief Financial Officers of the countries of representation letters on compliance and proper dissemination of the Group's Charters and procedures in connection with the Compliance policy [Legal/ Compliance function]
- The signature by 100% of new suppliers and key suppliers of the Supplier Code of Conduct
- The implementation of the first CSRD exercise and the completion of the first sustainability statement by a new sustainability auditor [Sustainability and Quality function]
- Continued deployment of the Group's 2030 ESG Strategy, enhanced by an ambitious Climate Strategy (Sustainability and Quality function)

- The strengthening of the vigilance culture within the Group with:
 - 100% of new employees having access *via* digital learning to the Vigilance training module including the International Charter of Social Values and the Supplier Code of Conduct (Human Resources/Sustainability & Quality/Legal/Compliance & Purchasing - Inventories & Production functions)
 - 100% of new employees (connected and non-connected) having subscribed to the International Charter of Fundamental Social Values (Human Resources & Legal functions)
 - 100% of new buyers having followed a specific training course in Responsible purchasing (Purchasing, Inventories & Production/Human Resources/Sustainability & Quality functions).

2025 Vigilance Plan: a marked effort to raise awareness and integrate the Vigilance approach in the Group's strategies

In 2025, the Group will maintain and step up its efforts, in particular to:

- Strengthen, in synergy with the new Purchasing risk mapping, the analysis of climate risks as well as the double materiality analysis within the framework of the annual CSRD exercise, in order to identify material Impacts, Risks and Opportunities for the Group (Purchasing, Internal Audit & Sustainability and Quality functions)
- Ensure with the support of the new CIVSF Committee: the management and monitoring of the corrective action plans defined on the basis of the results of the 2023-2024 biennial survey with regard to the compliance of subsidiaries with the International Charter of Fundamental Social Values (Human Resources & International Projects function)
- Continue the general audit plan and health and safety of subsidiaries and subcontractors with ever more in-depth audit missions (Internal Audit function)
- Ensure the proper diffusion of the Vigilance culture within the Group, by continuing the significant internal training and awareness-raising efforts, in particular among new employees and exposed functions such as buyers and operational management (Purchasing - Inventories & Production, Legal/ Compliance and Human Resources)
- Ensure the proper functioning of the new whistleblowing system implemented in 2024 and effective processing of reports from employees and stakeholders, in accordance with the published procedures, with the support of the Compliance Officers in the countries [Legal / Compliance function]
- Continue to implement the Group's 2030 ESG and Climate Strategies with, respectively the Environment Committee and the ESG Programmes Committee, [Sustainability and Quality function].

In 2025, the Group intends to continue to mobilise its teams around the world, to promote the integration of its Vigilance approach in its strategy with regard to its employees as well as its suppliers, customers and subcontractors.

2.2.2.2. Our tools & resources

The Ethics & ESG Committee

Initially dedicated since 2001 to monitoring ethical issues and, more specifically, compliance with the Fundamental Rules of Ethics described in the Group Ethics Charter, the Ethics & ESG Committee has paid particular attention, since 2023, to the ESG strategy and the Climate Strategy of the Company defined by the Executive Board and the principles of actions, policies and practices implemented in the social and environmental fields,

The mission of the Ethics & ESG Committee is, with regard to ESG, more specifically to:

- Ensure that ESG issues are taken into account by the Group and, in particular, the proper deployment and application of the International Charter of Fundamental Social Values and the Group Social Policy
- Review ESG risks related to the Group's activities
- Review the Group's ESG policies, the objectives set and the results obtained
- Verify the effectiveness of extra-financial reporting, evaluation and control systems in order to enable the Company to produce reliable extra-financial information
- Review all extra-financial information published by the Company and in particular the sustainability report prepared under Order No. 2023-1142 of 6 December 2023 and Decree No. 2023-1394 of 30 December 2023, and the Vigilance Plan drawn up and published in accordance with the law of 27 March 2017 on the duty of care of parent companies and ordering companies
- Examine any situation potentially contrary to the Group's rules and procedures (in particular those contained in the Group's International Charter of Fundamental Social Values, the Group Social Policy and the Code of Conduct for Outdoor Advertising) which may be brought to its attention, in particular as a result of reports carried out *via* the Group's whistleblowing system or otherwise
- Examine and monitor the ratings obtained from extra-financial agencies.

The Ethics & ESG Committee coordinates its actions with the Audit Committee with regard to the review of risks weighing on the Group's business, and with the Compensation and Nominating Committee with regard to the monitoring of the Group's diversity policy as well as the compensation policy for its executives, partly subject to so-called "ESG" objectives.

The Vigilance Committee & whistleblowing mechanism

A dedicated body

This Executive Board Committee was created in 2018 to ensure regular and rigorous monitoring of the Group's Vigilance action. It is composed of representatives of the main functions concerned (Purchasing-Inventories & Production, Internal Audit, Communication, Sustainability & Quality, International Operations, Legal/Compliance and Human Resources - International Projects). It is chaired by a member of the Executive Board and meets at least three times a year.

Its actions are supplemented by two specialised Committees at Group level: the Environment Committee and the Health and Safety Committee, in charge of initiating and relaying the action plans defined by the Vigilance Committee in their respective areas of expertise (for more details, see 2.2.1., p. 124 of this document).

Extended responsibilities

The Committee's main duties are: (i) drawing up the annual Vigilance Plan, verifying its implementation and preparing an implementation report, (ii) monitoring the major extra-financial risks, (iii) participating in preparing the work of the Ethics & ESG Committee for ESG matters, (iv) processing the reports received via the Group whistleblowing procedure, and (v) taking up any issue related to the Group's International Charter of Fundamental Social Values and/or the United Nations Global Compact and/or the whistleblowing mechanism and making any recommendations on this subject to the Ethics and ESG Committee and the Executive Board that it deems necessary.

Rigorous monitoring of the Vigilance programme

The Vigilance Committee met three times in 2024, at the beginning of the year to approve the 2023 Vigilance Plan and approve the draft 2024 Vigilance Plan, in July to review its implementation at midyear, and in September to participate in the preparation of the work of the Ethics & ESG Committee. It was also kept informed by its Secretariat of reports completed in 2024 and the follow-up (see below).

Satisfactory implementation of the whistleblowing system

In order to ensure an effective and consistent implementation of the whistleblowing system in all Group subsidiaries, in accordance with the French legal and regulatory framework (and local for certain countries), the corresponding procedure for collecting and processing reports provides for the possibility of completing a form *via* the dedicated platform on the intranet sites of all our subsidiaries (also accessible *via* a QR code displayed in business premises); it also provides that any report made by any other means (oral, written, email) will be taken into account. Each report will be processed by the Country Compliance Officer with the support of the Group Compliance Department and, if necessary, internal resources, in strict compliance with the security and confidentiality guarantees provided to the whistleblower.

In 2024, the Committee examined 13 alerts for which it was competent, involving 12 subsidiaries in Africa, Asia, Europe and Latin America concerning situations of potential breach of the Vigilance rules in the following areas: wage discrimination or discrimination based on sexual orientation, moral or sexual harassment or environmental commitments. Strict investigations were carried out confidentially locally and their conclusions were examined by the Committee, which approved them, as well as the related proposals and recommendations. In addition, the Committee's Secretariat received nearly 40 alerts for which it noted the Committee's unsuitability (ex.: advertising campaign content, driving, vandalism, infringement of intellectual property rights), sent for processing to the operational departments concerned. All files opened in 2024 have now been closed except for two which are still monitored locally and for which the Committee is kept regularly informed.

The significant increase in the number of alerts processed, mainly *via* the external whistleblowing platform, confirms its satisfactory deployment and reflects a good overall knowledge of its existence and its mode of operation by employees, supported by committed management.

The reference corpus

At JCDecaux, the framework for Vigilance is mostly reflected in five documents: the International Charter of Fundamental Social Values, the Supplier Code of Conduct, the Group Social Policy, the Code of Conduct for OOH Advertising and principles 7, 8 and 9 of the United Nations Global Compact.

An International Charter of Fundamental Social Values in all Group subsidiaries

Implemented in 2012, this Charter includes international standards such as the Universal Declaration of Human Rights, the International Labour Organization's Fundamental Conventions, and the Organisation for Economic Cooperation and Development's Guidelines for Multinational Enterprises.

In a context of the Group's continuous international development, its Executive Board has taken direct responsibility for the proper dissemination and application of the Charter within the subsidiaries: it has thus strongly demonstrated its commitment to human, social and environmental rights, formalised in a document that provides employees with both clear guidelines and principles of behaviour for their duties within the Group, while respecting the diversity of working practices and environments that coexist in the various entities worldwide.

This Charter applies to all Group employees, who ratify it with their employment contract as soon as they join JCDecaux; they also undertake to promote the application of the values by all their stakeholders, namely the Company and its subsidiaries, as well as their suppliers, subcontractors and partners.

The commitments entered into concern in particular the following areas: the right to collective bargaining and freedom of association, the condemnation of all forms of forced or compulsory labour, the absence of discrimination at work, the health and safety of employees, working hours, the right to an adequate wage, the right to paid leave, the right to training, the condemnation of any form of harassment or violence, respect for privacy and the right to protection of personal data, the right to participate in public life, the right to social security, work-life balance.

Translated into 19 languages, the JCDecaux International Charter of Fundamental Social Values is accessible *via* the JCDecaux Information System of each subsidiary, or on request from the Human Resources Department concerned. It is also the subject of a specific training module, validated since 31 January 2022 by 100% of current employees connected to the Group's Information Systems, and is included in the mandatory training module for new employees.

A demanding Supplier Code of Conduct

The Group also ensures that a Code of Conduct is communicated to its new suppliers and key suppliers. It contains the commitments and principles outlined in JCDecaux's Code of Ethics and the International Charter of Fundamental Social Values, which is binding on suppliers and subcontractors. Revised in 2022, this Code now includes an update on personal data protection regulations for countries outside the European Union as well as an awareness of the Group Climate Strategy.

As of 31 December 2024, 100% of key suppliers had ratified the Supplier Code of Conduct (2022 edition).

Code of Conduct for OOH Display

Since 2022, the Group has renewed through a Code of Conduct for OOH Display its commitment to its customers and partners around the world to respect the universal principles of:

- Freedom of expression
- Freedom of commerce and industry
- Respect for human dignity and human rights
- Respect for gender equality
- The rejection of racism, anti-Semitism and any discrimination based on belonging to an ethnic group or cultural community, gender, sexual orientation and identity, and philosophical and/or religious convictions
- Respect for children and adolescents
- The rejection of violence and incitement to any act that is illegal or endangering to the health and safety of people
- Respect for decency, honesty and truthfulness.

These principles are referred to in the Universal Declaration of Human Rights of the United Nations of 10/12/1948, the Convention on the Rights of the Child of the United Nations of 20/11/1989, the Council of Europe Convention for the Protection of Human Rights and Fundamental Freedoms of 04/11/1950 and the Charter of Fundamental Rights of the European Union (EU) of 07/12/2000.

Group Social Policy

Since 2023, the Group has defined a common set of commitments in terms of Human Resources, with reference to the standards of the International Labour Organization. This Social Policy is based on three strategic pillars: valuing, caring for and supporting the development of all our employees. It applies to all employees in all subsidiaries and controlled companies of the Group.

Membership of the United Nations Global Compact

Since 2015, the Group has also committed to the United Nations Global Compact, and in particular, principles 7, 8 and 9, which notably cover issues relating to the protection of the environment (precautionary principle, initiatives to promote greater environmental responsibility and the use of environmentally friendly technologies).

Through this membership, the JCDecaux Group publicly commits its subsidiaries and employees, and intends to be a reference in its market for its partners and stakeholders.

APPENDIX 1: REPORT ON THE IMPLEMENTATION OF THE 2024 VIGILANCE PLAN AND 2025 VIGILANCE PLAN

Every year since 2018, in accordance with the law of 27 March 2017 *on the duty of vigilance of parent companies and ordering companies*, the JCDecaux Group mobilises its internal resources to prepare its Vigilance Plan and to report on its implementation.

Published in the JCDecaux SE management report included in the 2024 Universal Registration Document, the 2025 Plan is part of the Group's Compliance strategy. Approved by the Group Vigilance Committee, then by the Ethics & ESG Committee and the Executive Board, it takes stock of our Vigilance approach in 2024 and precisely lists the objectives assigned for 2025, based on the Group's sustainable development strategy, as well as on the procedures and reference texts in force within the Group (in particular the International Charter of Fundamental Social Values, the Supplier Code of Conduct and the United Nations Global Compact).

The following details of the actions carried out in 2024 and the objectives assigned for 2025 are based on the following areas of action:

(1) Risk mapping

- (2) The evaluation of subsidiaries, subcontractors and suppliers
- (3) Appropriate actions to mitigate risks or prevent serious harm
- (4) A whistleblowing and report collection mechanism
- (5) A system for monitoring the measures implemented.

Governance bodies

- Created in 2018, the Group Vigilance Committee, an Executive Board Committee, is more specifically in charge of preparing and monitoring the annual Vigilance Plan as part of the work of the Ethics & ESG Committee (CERSE). It also participates in the processing of alerts and the monitoring of action plans in connection with the major extra-financial risks identified by the sustainability statement produced as part of the CSRD (for more details, please refer to 2.2.2.2. Our tools & resources on p. 127 of this document). Since 2023, it has participated in the preparatory work for the meetings of the Ethics & ESG Committee (CERSE), A Supervisory Board Committee whose remit includes the development and monitoring of the ESG policy, and reports to the Executive Board.
- Each year, JCDecaux SE's Executive Board approves the Vigilance Plan prepared by the Committee and approved by the Ethics & ESG Committee and keeps itself regularly informed of its application, as part of the monitoring of the Compliance policy of the Company and the JCDecaux Group.
- The Supervisory Board of JCDecaux SE, with responsibility for monitoring the Executive Board's management of the Company, is regularly notified of the main issues facing the Company, including in the areas of social and environmental responsibility.

Dedicated structures & guidelines

| | | SPECIALISED COMMITTEES | OPERATIONAL DIVISIONS | TRANSVERSAL FUNCTIONS | GUIDELINES |
|-----------------|-------------------------------|--|---|--|---|
| HUMAN RIGHTS | SUPPLIERS SUBCONTRACTORS | The CIVSF Committee , managed by the Human Resources and International Projects Department, ensures the governance of the follow-up of the Fundamental Social Values | Human Resources Department - International Projects Purchasing, Inventories & Production Department | The Department of Sustainability & Quality is corresponsible with the Group Functions for the integration of environmental, social and societal challenges in their business lines the Group Legal Department is in charge of the Secretaries of the Vigilance Committee and the Ethics & ESG Committee (CERSE), as well as the processing of Vigilance alerts the Compliance Department is in charge of compliance monitoring within the Group The Internal Audit Department coordinates the preparation of the Group risk mapping, which includes extra-financial risks and incorporates the challenges of sustainable development The Group IT Department ensures the development and maintenance of alert tools | EXTERNAL Principles of the United Nations Global C o m p a c t [since 2015] INTERNAL International Charter of Fundamental Social Values [2020 edition] Group Social Policy [2023 edition] INTERNAL Supplier Code of Conduct [2022 edition] |
| HEALTH & SAFETY | GROUP | The Group Health & Safety Committee , steered by the International Operations Department, has been overseeing the deployment of the Group Health & Safety Policy since 2014, <i>via</i> in particular, an audit and health & safety awareness programme for subsidiaries | International O p e r a t i o n s Department SUPPLIERS | The Department of Sustainability & Quality is corresponsible with the Group Functions for the integration of environmental, social and societal challenges in their business lines The Group Legal Department is in charge of the Secretaries of the Vigilance Committee and the Ethics & ESG Committee. (CERSE), as well as the processing of vigilance alerts The Compliance Department, within the Group Legal Department, is in charge of monitoring Compliance within the Group The Internal Audit Department coordinates the preparation of the Group risk mapping, which includes extra-financial risks and incorporates the challenges of Sustainability The Group IT Department ensures the development and | INTERNAL • International Charter of Fundamental Social Values (2020 edition) • Group Social Policy (2023 edition) • Priority "Towards a responsible business environment" (2030 ESG Strategy) • JCDecaux Health & Safety Policy statement (2023 edition) • GRHS.001 Group H&S Minimum Requirements INTERNAL |
| | SUPPLIERS & SUBCONTRACTORS | | Purchasing, Inventories & Production Department SUBCONTRACTORS International O p e r a t i o n s Department | maintenance of alert tools | Supplier Code of Conduct (2022 edition) Priority "Towards a responsible business environment" (2030 ESG Strategy) |
| ENVIRONMENT | GROUP | The Environment Committee , created in 2018, is managed by the Department of Sustainability & Quality and is sponsored by the Chief Financial Officer, Information Systems & Administration, a member of the Executive Board This Committee coordinates and validates all actions aimed at improving the environmental footprint of the Group, before approval by the Executive Board | Purchasing, Inventories & Production Department International O p e r a t i o n s Department Department of Sustainability & Quality | The Department of Sustainability & Quality is corresponsible with the Group Functions for the integration of environmental, social and societal challenges in their business lines The Group Legal Department is in charge of the Secretaries of the Vigilance Committee and the Ethics & ESG Committee (CERSE), as well as the processing of vigilance alerts The Compliance Department, within the Group Legal Department, is in charge of monitoring Compliance within the Group The Internal Audit Department coordinates the preparation of the Group risk mapping, which includes extra-financial risks and incorporates the challenges of Sustainability The Group IT Department ensures the development and maintenance of alert tools | EXTERNAL Principles of the United Nations Global Compact (since 2015) INTERNAL • Priority "Towards an optimised environmental footprint" (2030 ESG Strategy) • Climate trajectory validated by SBTi |
| | SUPPLIERS & SUBCONTRACTORS | | Purchasing, Inventories & Production Department | | INTERNAL Supplier Code of Conduct (2022 edition) |

2

(1) RISK MAPPING

| each family of key purchases e incorporated in the Group's the chapter <i>Risk management</i> |
|---|
| also taken into account in the |
| |
| ity processes. Some of these ratified all the Fundamental tion. The management of this le value chain (ESRS S2) of the |
| |
| |
| lting from the study by Deloitte rhauling the methodology used sources. |
| out: 20 risks were identified, epartments and subsidiaries. It |
| y analysis was implemented in unities for the Group. |
| the 20 Purchasing risk sheets ority risks (with the support of e Vigilance Committee and the in geographical areas and s will be finalised in early 2025. |
| |
| t 1 "Identification of risks" and |
| |

• section 2.1.3.1.4. Human rights (ESRS S1 chapter of the Sustainability Report) (p. 78) • Part 2.1.3.2. Responsible value chain (ESRS S2) of the Sustainability Report (p. 89)

| HEALTH & SAFETY | |
|---|--|
| GROUP | SUPPLIERS & SUBCONTRACTORS |
| • Methodology | • Methodology |
| Vigilance risks are incorporated in the Group's risk mapping, the process for which is described in the chapter " <i>Risk management policy</i> ", section " <i>Identification of risks</i> ". | Vigilance risks, and in particular risks specific to each family of key purchases considered as strategic or particularly at risk, are incorporated in the Group's risk mapping, the process of which is described in the chapter "Risk management policy", section "Identification of risks". |
| A prerequisite for the CSRD, the double materiality analysis was implemented in 2024 to identify material Impacts, Risks and Opportunities (IRO) for the Group. | The challenges related to the value chain were also taken into account in the double materiality analysis. |
| Description | Description |
| JCDecaux's operations and field staff represented approximately 50% of the Group's total workforce in 2024. These employees are the most at-risk of accidents and incidents, due to their activities which may include working at height, the use of electricity or being close to electrical equipment, driving or being close to roads or railways. The management of this issue is described in the Sustainability Report [ESRS S1] in the chapter 2.1.3.1.6. Promote an exemplary | Operations subcontractors are at risk of the same accidents and incidents as JCDecaux's operational and field employees. The management of this issue is described in the Sustainability Report (ESRS S2) in the chapter 2.1.3.2. Responsible value chain |
| Health & Safety culture | • 2024 Review / Report & 2025 Plan |
| • 2024 Review / Report & 2025 Plan | (Internal Audit / Purchasing) |
| [Internal Audit / Sustainability and Quality / Finance] | ACHIEVED IN 2024 |
| The Group risk mapping was updated and presented to the relevant governance bodies (Vigilance Committee, CERSE, Audit Committee, Executive Board and Supervisory Board). A prerequisite for the CSRD, the double materiality analysis was implemented in | The implementation of the recommendations resulting from the study by Deloitte of Purchasing risks has begun, with the aim of overhauling the methodology used and strengthening its governance and dedicated resources. |
| | A new Purchasing risk mapping was carried out: 20 risks were identified, validated and assessed by a group of Corporate departments and subsidiaries. It was presented to the CERSE on 26/09/2024. |
| 2024 to identify material Impacts, Risks and Opportunities for the Group. | The challenges related to the value chain were also taken into account in the double materiality analysis. |
| The Group risk mapping will be updated and presented to the relevant | 2025 OBJECTIVES |
| governance bodies (Vigilance Committee, CERSE, Audit Committee, Executive Board and Supervisory Board). | Planned for the first half-year, are the drafting of the 20 Purchasing risk sheets |
| The audit of the double materiality analysis process will be finalised in early 2025. | and the definition of action plans for the eight priority risks (with the support of Deloitte). After presentation to and validation by the Vigilance Committee and the CERSE, the impact analysis and deployment in geographical areas and purchasing categories will be implemented. |
| | The audit of the double materiality analysis process will be finalised in early 2025. |
| Also refer to: | Also refer to: |
| • in the Risk management policy chapter (p. 228), Part 1 Risk identification and Part 2 Risk factors (p. 229) | in the Risk management policy chapter (p. 228), Part 1 Risk identification and Part 2 Risk factors (p. 229) |
| in Section 2.1.3.1.6. Promoting an exemplary Health & Safety culture of the State of Sustainability (ESRS S1) (p. 80) | in Part 2.1.3.2. Responsible value chain (ESRS S2) of the Sustainability Report (p. 89) |

2

| ENVIRONMENT | |
|---|--|
| GROUP | SUPPLIERS & SUBCONTRACTORS |
| • Methodology | • Methodology |
| Vigilance risks are incorporated in the Group's risk mapping, the process for which is described in the chapter " <i>Risk management policy</i> ", section " <i>Identification of risks</i> ". | Vigilance risks, and in particular risks specific to each family of key purchases considered as strategic or particularly at risk, are incorporated in the Group's risk mapping, the process of which is described in the chapter " <i>Risk management policy</i> ", section " <i>Identification of risks</i> ". |
| A prerequisite for the CSRD, the double materiality analysis was implemented in 2024 to identify material Impacts, Risks and Opportunities for the Group. | Description |
| • Description Environmental issues are fully integrated in the 2030 ESG Strategy, and climate | The environmental challenges in our value chain are fully integrated in the 2030 ESG Strategy (cf. Sustainability Report 2.1.2.2. Towards an optimised environmental footprint and p. 2.1.4.2. Management of relationships with suppliers (DR G1-2)). |
| issues (Mitigation, Adaptation and Energy consumption) have been identified as material risks following the double materiality analysis (cf. Sustainability Report 2.1.2.Towards an optimised environmental footprint). | 2024 Review / Report & 2025 Plan [Internal Audit / Sustainable Dvt / Intern. Operations] |
| 2024 Review / Report & 2025 Plan [Internal Audit / Sustainable Dvt / Intern. Operations] | ACHIEVED IN 2024 |
| ACHIEVED IN 2024 | The implementation of the recommendations resulting from the study by Deloitte of Purchasing risks has begun, with the aim of overhauling the methodology used and strengthening its governance and dedicated resources. |
| The Group risk mapping was updated and presented to the relevant governance bodies (Vigilance Committee, CERSE, Audit Committee, Executive Board and Supervisory Board). | A new Purchasing risk mapping was carried out: 20 risks were identified, validated and assessed by a group of Corporate departments and subsidiaries. It was presented to the CERSE on 26/09/2024. |
| A prerequisite for the CSRD, the double materiality analysis was implemented in 2024 to identify material Impacts, Risks and Opportunities for the Group. | The challenges related to the value chain were also taken into account in the double materiality analysis. |
| A specific analysis of climate-related risks and opportunities (TCFD: Task Force on Climate-related Financial Disclosure) was also carried out. | 2025 TARGETS |
| 2025 OBJECTIVES | Planned for the first half-year, are the drafting of the 20 Purchasing risk sheets and the definition of action plans for the eight priority risks (with the support of |
| The Group risk mapping will be updated and presented to the relevant governance bodies (Vigilance Committee, CERSE, Audit Committee, Executive Board and Supervisory Board). | Deloitte). After presentation to and validation by the Vigilance Committee and the CERSE, the impact analysis and deployment in geographical areas and purchasing categories will be implemented. |
| The audit of the double materiality analysis process will be finalised in early 2025. | The audit of the double materiality analysis process will be finalised in early 2025. |
| Also refer to: | Also refer to: |
| the chapter "Risk management policy", Part 1 "Identification of risks" (p. 228) chapter 2.1.2. For an optimised environmental footprint of the Sustainability Report (ESRS E1) (p. 52) | the chapter "Risk management policy", Part 1 "Identification of risks" (p. 228) chapter 2.1.2. For an optimised environmental footprint of the Sustainability Report (ESRS E1) (p. 52) chapter 2.1.4.2. Another second of the Sustainability Report |

• chapter 2.1.4.2. Management of relationships with suppliers (G1-2) (p. 98)

(2) EVALUATION OF SUBSIDIARIES, SUPPLIERS & SUBCONTRACTORS

The JCDecaux Group implements, in particular, using the data supplied by its risk mapping exercise (see above [1]), a regular evaluation of the situation of its subsidiaries, as well as of its suppliers and subcontractors with which it has an established commercial relationship.

GROUP SUPPLIERS & SUBCONTRACTORS Compliance of the subsidiaries with the principles of the International Charter of Fundamental Social Values [Human Resources] [Purchasing] It is assessed through a bi-annual survey of all subsidiaries. **REVIEW / REPORT FOR 2024** challenges **REVIEW / REPORT FOR 2024** ACHIEVED IN 2024 A new biennial campaign was conducted for the years 2023-2024, an assessment of which was made to the CIVSF Committee, the Vigilance Committee, the CERSE ACHIEVED IN 2024 and the Executive Board, establishing that most of the points of "non-alignment" identified concerned working hours and discrimination in hiring due to local regulations. 2025 PLAN 2025 PLAN 2025 OBJECTIVES 2025 OBJECTIVES The implementation and monitoring of the action plans defined as part of the assessment of the 2023-2024 biennial survey will continue in 2025.

Group Extra-Financial Performance [Sustainable Development]

The social indicators related to the Group's activity are managed as part of extrafinancial reporting and have been supplemented by material CSRD data points.

REVIEW / REPORT FOR 2024

ACHIEVED IN 2024

The monitoring of key performance indicators by the departments concerned was continued, coordinated by the Department of Sustainability and Quality.

A new "sustainability auditor" (Grant Thornton) was selected as part of the implementation of the first CSRD exercise and carried out the audit of the Sustainability Report.

2025 PLAN

2025 OBJECTIVES

The monitoring of key performance indicators by the departments concerned will be continued, coordinated by the Department of Sustainability and Quality.

Annual self-assessment of subsidiaries [Internal Audit]

This is carried out by the Internal Audit Department and incorporates issues around significant extra-financial risks.

REVIEW / REPORT FOR 2024

ACHIEVED IN 2024

83 countries/subsidiaries were concerned in 2024

The internal control checklist was updated, in particular by incorporating the new ESG controls

A first version of the ESG internal control manual was also prepared with the support of Deloitte.

2025 PLAN

2025 OBJECTIVES

The self-assessment of subsidiaries will be updated, on a similar scope. The ESG internal control manual will be validated and a deployment action plan will be drawn up

On-site audits of Subsidiaries [Internal Audit]

These are performed by the Internal Audit Department and include, in particular, a review of the deployment of the International Charter of Fundamental Social Values.

Compliance of key suppliers(*) with the Supplier Code of Conduct

Key suppliers(*) are subject to a regular assessment and an on-site audit every five years using a scorecard incorporating relevant social and environmental

The Supplier Code of Conduct was systematically distributed, with a target of 100% of key suppliers(*) and new suppliers having signed it by the end of 2024.

The Supplier Code of Conduct will be systematically distributed, with a target of 100% of key suppliers(*) and new suppliers having signed it by the end of 2025

(*) Definition of a key supplier: supplier representing a significant portion of Purchases (\$500,000/year over 3 years) and/or whose field of activity may represent an ethical and/or reputational risk for the Group (e.g. lobbyists/barters/commercial agents), or a social and/or environmental risk (e.g. printers/suppliers of composite materials/digital screens/electronic cards/waste management)

Group Extra-Financial Performance [Sustainable Development]

The social indicators related to the Group's activity are managed as part of extrafinancial reporting and have been supplemented by material CSRD data points.

REVIEW / REPORT FOR 2024

ACHIEVED IN 2024

The monitoring of key performance indicators by the departments concerned was continued, coordinated by the Department of Sustainability and Quality

A new "sustainability auditor" (Grant Thornton) was selected as part of the implementation of the first CSRD exercise and carried out the audit of the Sustainability Report.

2025 PLAN

2025 OBJECTIVES

The monitoring of key performance indicators by the departments concerned will be continued, coordinated by the Department of Sustainability and Quality..

On-site audits of Subsidiaries [Internal Audit]

These are performed by the Internal Audit Department and include, in particular, a review of the deployment of the International Charter of Fundamental Social Values

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| TO MARK ROTTO | | |
|--|--|--|
| REVIEW / REPORT FOR 2024 | REVIEW / REPORT FOR 2024 | |
| ACHIEVED IN 2024 | ACHIEVED IN 2024 | |
| The audit strategy implemented since 2022 was continued in 2024, with 14 country control missions on site and four <i>ad hoc</i> missions. | The audit strategy implemented since 2022 was continued in 2024, with 14 country control missions on site and four ad <i>hoc</i> missions. | |
| 2025 PLAN | 2025 PLAN | |
| 2025 OBJECTIVES | 2025 OBJECTIVES | |
| 14 country audit missions on site are planned, as well as three ad hoc missions | 14 country audit missions on site are planned, as well as three ad hoc missions. | |
| Also refer to: | Also refer to: | |
| • section 2.1.3.1.4. Human Rights (ESRS S1 chapter of the Sustainability Report (p. 78) | • section 2.1.3.2. Responsible value chain (ESRS S2) of the Sustainability Report (p. 89) | |
| • point (1) "Risk mapping" above | • point (1) "Risk mapping" above | |
| • point (3) "Mitigating risks & preventing serious breaches" below | • point (3) "Mitigating risks & preventing serious breaches" below | |

| GROUP | SUPPLIERS & SUBCONTRACTORS |
|--|--|
| Health & Safety Audit Programme for Subsidiaries [International Operations] | OPERATIONS SUBCONTRACTORS |
| ts purpose is to assess the maturity of subsidiaries in terms of the Group's Health & Safety standards. | • SubContractor Inspection Programmes carried out locally by the Subsidiari [International Operations] |
| REVIEW / REPORT FOR 2024 | REVIEW / REPORT FOR 2024 |
| ACHIEVED IN 2024 | ACHIEVED IN 2024 |
| Ten subsidiary Health & Safety audits were carried out remotely and two on site. Two other audits were carried out by the regional teams following the Group process. | Subcontracting management audits included in the audits of subsidiaries. |
| 2025 PLAN | |
| 2025 OBJECTIVES | 2025 OBJECTIVES |
| Definition of a programme of 10 Corp. audit missions which will be supplemented by audits following the Group process by the regional teams. | The management of subcontracting will be monitored as part of the au programme. |
| Group Extra-Financial Performance [Sustainable Development] | Group Extra-Financial Performance [Sustainable Development] |
| ocial indicators associated with the Group's operations are managed as part of xtra-financial reporting. | Social indicators associated with the Group's operations are managed as part extra-financial reporting. |
| REVIEW / REPORT FOR 2024 | REVIEW / REPORT FOR 2024 |
| ACHIEVED IN 2024 | ACHIEVED IN 2024 |
| The monitoring of key performance indicators by the departments concerned was continued, coordinated by the Department of Sustainability and Quality | The monitoring of key performance indicators by the departments concerned v continued, coordinated by the Department of Sustainability and Quality. |
| A new "sustainability auditor" (Grant Thornton) was selected as part of the mplementation of the first CSRD exercise and carried out the audit of the Sustainability Report. | A new "sustainability auditor" (Grant Thornton) was selected as part of implementation of the first CSRD exercise and carried out the audit of Sustainability Report. |
| 2025 PLAN | 2025 PLAN |
| 2025 OBJECTIVES | 2025 OBJECTIVES |
| The monitoring of key performance indicators by the departments concerned will be continued, coordinated by the Department of Sustainability and Quality | The monitoring of key performance indicators by the departments concerned be continued, coordinated by the Department of Sustainability and Quality |
| On-site audits of Subsidiaries [Internal Audit] | SUPPLIERS |
| These are performed by the Internal Audit Department and include, in particular, | • Compliance of key suppliers(*) with the Supplier Code of Conduct Purchasi |
| a review of the deployment of the International Charter of Fundamental Social /alues. | Key suppliers(*) are subject to a regular assessment and an on-site audit ev five years using a scorecard incorporating relevant social and environmer challenges. |
| REVIEW / REPORT FOR 2024 | REVIEW / REPORT FOR 2024 |
| ACHIEVED IN 2024 The audit strategy implemented since 2022 was continued in 2024, with 14 country control missions on site and four <i>ad hoc</i> missions. | ACHIEVED IN 2024 The Supplier Code of Conduct was systematically distributed, with a target |

| HEALTH & SAFETY | | |
|--|--|--|
| 2025 PLAN | 2025 PLAN | |
| 2025 OBJECTIVES | 2025 OBJECTIVES | |
| 14 country audit missions on site are planned, as well as three ad hoc missions | The Supplier Code of Conduct will be systematically distributed, with a target of 100% of key suppliers(*) and new suppliers having signed it by the end of 2025. | |
| | (*) Definition of a local key supplier: supplier representing a significant portion of Purchases (\$500,000/year over 3 years) and/or whose field of activity may represent an ethical and/or reputational risk for the Group (e.g. lobbyists/barters/commercial agents), or a social and/or environmental risk (e.g. printers/suppliers of composite materials/digital screens/electronic cards/waste management) | |
| Also refer to: | Also refer to: | |
| section 2.1.3.1.6. Promote an exemplary Health-Safety culture of the Sustainability Report (ESRS S1) (p. 80) point (2) "Risk mapping" above point (3) "Mitigating risks & preventing serious breaches" below | Part 2.1.3.2. Responsible value chain (ESRS S2) of the Sustainability Report (p. 89) in the chapters Corporate culture and business conduct policies (G1-1 and ESRS 2 GOV-1) and Management of relationships with suppliers (G1-2) (p. 96 et p. 98) point (1) "Risk mapping" above | |

• point (3) "Mitigating risks & preventing serious breaches" below

| ENVIRONMENT | | |
|--|--|--|
| GROUP | SUPPLIERS & SUBCONTRACTORS | |
| Group Extra-Financial Performance [Sustainable Development] | Compliance of key suppliers(*) with the Supplier Code of Conduct [Purchasing] | |
| The environmental indicators associated with the Group's operations are managed as part of extra-financial reporting. | Key suppliers(*) are subject to a regular assessment and an on-site audit every five years using a scorecard incorporating relevant social and environmental | |
| REVIEW / REPORT FOR 2024 | challenges. | |
| ACHIEVED IN 2024 | REVIEW / REPORT FOR 2024 | |
| The monitoring of key performance indicators by the departments concerned was continued, coordinated by the Department of Sustainability and Quality | ACHIEVED IN 2024 The Supplier Code of Conduct was systematically distributed, with a target of | |
| A new "sustainability auditor" (Grant Thornton) was selected as part of the implementation of the first CSRD exercise and carried out the audit of the | 100% of key suppliers(*) and new suppliers having signed it by the end of 2024. | |
| Sustainability Report. | 2025 PLAN | |
| 2025 PLAN | 2025 OBJECTIVES | |
| 2025 OBJECTIVES | The Supplier Code of Conduct will be systematically distributed, with a target of 100% of key suppliers(*) and new suppliers having signed it by the end of 2025. | |
| The monitoring of key performance indicators by the departments concerned will be continued, coordinated by the Department of Sustainability and Quality. | [*] Definition of a local key supplier: supplier representing a significant portion Purchases (\$500,000/year over 3 years) and/or whose field of activity may represent a ethical and/or reputational risk for the Group (e.g. lobbyists/barters/commerci agents), or a social and/or environmental risk (e.g. printers/suppliers of composi materials/digital screens/electronic cards/waste management) | |
| On-site audits of Subsidiaries [Internal Audit] | | |
| These are performed by the Internal Audit Department and include, in particular, a review of the deployment of the International Charter of Fundamental Social Values. | | |
| REVIEW / REPORT FOR 2024 | | |
| ACHIEVED IN 2024 | | |
| The audit strategy implemented since 2022 was continued in 2024, with 14 country control missions on site and four <i>ad hoc</i> missions. | | |
| 2025 PLAN | | |
| 2025 OBJECTIVES | | |
| 14 country audit missions on site are planned, as well as three ad hoc missions | | |
| Also refer to: | Also refer to: | |
| • Chapter 2.1.2. For an optimised environmental footprint of the Sustainability Report (ESRS E1) (p. 52) | Chapter 2.1.2. For an optimised environmental footprint of the Sustainability Report (ESRS E1) (p. 52) | |
| point (1) "Risk mapping" above | point (1) "Risk mapping" above | |
| • point (3) "Mitigating risks & preventing serious breaches" below | point (3) "Mitigating risks & preventing serious breaches" below | |

(3) MITIGATING RISKS & PREVENTING SERIOUS BREACHES

The JCDecaux Group implements actions to mitigate or prevent risks, in particular those identified in its risk mapping and/or in connection with the evaluation of its subsidiaries, subcontractors and suppliers.

HUMAN RIGHTS GROUP SUPPLIERS & SUBCONTRACTORS Letter of representation from country directors [Legal] JCDecaux Supplier Code of Conduct [Purchasing] A letter of representation is signed by Country Managing Directors and Chief Key suppliers(*) are subject to a regular assessment and an on-site audit every Financial Officers of subsidiaries each year in which they undertake to uphold the five years by the countries using a scorecard incorporating relevant social and Group's Compliance rules and, in particular, to sign/diffuse the International environmental challenges. Charter of Fundamental Social Values by their employees. **REVIEW / REPORT FOR 2024 REVIEW / REPORT FOR 2024** ACHIEVED IN 2024 ACHIEVED IN 2024 The amended Supplier Code of Conduct was systematically distributed, with a 100% of Country Managing Directors and Chief Financial Officers signed the 2024 target of 100% of key suppliers(*) and new suppliers having signed it by the end of letter of representation. 2024 2025 PLAN 100% of key suppliers were assessed by the end of 2024. 2025 PLAN 2025 OBJECTIVES 100% of Country Managing Directors and Chief Financial Officers will have to sign 2025 OBJECTIVES the 2025 letter of representation. The Supplier Code of Conduct will be systematically distributed, with a target of 100% of key suppliers (*) and new suppliers for the year 2025. 100% of key • Training Human Resources suppliers will be assessed. Digital learning training (including the presentation of the International Charter of Social Values and the Supplier Code of Conduct) is available to all employees (*) Definition of a key supplier: supplier representing a significant portion of Purchases (\$500,000/year over three years), and/or whose field of activity may connected to Group IT Systems. represent an ethical ad/or reputational risk for the Group (e.g. : lobbyists / barters / sales agents), or social and/or environmental (ex.: printers / suppliers of composite **REVIEW / REPORT FOR 2024** materials / digital screens / electronic cards / waste management) ACHIEVED IN 2024 Letter of representation from country directors [Legal] Steering and monitoring of the training module reserved for new employees in the Group ("Onboarding" module) were continued. A letter of representation is signed by Country Managing Directors and Chief Financial Officers of subsidiaries each year in which they undertake to uphold the Group's compliance rules and, in particular, to sign/diffuse the International Charter of Fundamental Social Values by their employees. A module adapted to non-connected employees was tested in France via the DEX Academy and will then be gradually extended to all Group countries from 2025/ 2026 **REVIEW / REPORT FOR 2024** 2025 PLAN ACHIEVED IN 2024 2025 OBJECTIVES

The existing Compliance training module will be reviewed and updated to incorporate the new Compliance procedures in force.

The module adapted to non-connected employees tested in France in 2024 *via* the DEX Academy will be gradually extended to all the Group's countries from 2025/2026.

100% of Country Managing Directors and Chief Financial Officers signed the 2024 letter of representation.

2025 PLAN

2025 OBJECTIVES

100% of Country Managing Directors and Chief Financial Officers will have to sign the 2025 letter of representation.

Responsible Purchasing training [Purchasing/Human Resources/Sustainability and Quality]

From 2019, the Group deployed a training course in Responsible purchasing for the Purchasing teams, incorporating the objectives of the Group's Sustainable Development Strategy for the Purchasing processes, including Human Rights.

REVIEW / REPORT FOR 2024

ACHIEVED IN 2024

100% of new buyers validated this module, in order to guarantee the maintenance of good vigilance of the Purchasing teams.

2025 PLAN

2025 OBJECTIVES

100% of new buyers will have to validate this module, in order to guarantee the maintenance of good vigilance of the Purchasing teams.

HEALTH & SAFETY GROUP SUPPLIERS & SUBCONTRACTORS • The Group Health & Safety Committee **OPERATIONS SUBCONTRACTORS** It is steered by the International Operations Department and attended by Regional or local Health & Safety Managers and the QHSE Sustainability Manager and/or the Chief Sustainability & Quality Officer. The Committee's remit is to define and monitor the Group's objectives and action plans, the results of Country Dissemination & Audit of Health & Safety clauses [International Operations / Human Resources] All operations subcontractors must sign a contract including detailed health and audits and the quarterly occupational accident reports safety clauses. **REVIEW / REPORT FOR 2024 REVIEW / REPORT FOR 2024** ACHIEVED IN 2024 ACHIEVED IN 2024 4 meetings were held with a continuation of actions at Group level to improve safety at work recommendations published in 2024. The Group's minimum health & safety recommendations have been distributed. 2025 PLAN 2025 PLAN 2025 OBJECTIVES 2025 OBJECTIVES Department's Ariba supplier management platform (UK pilot). Four meetings are scheduled for 2025. Responsible Purchasing Training Letter of representation from country directors [Legal] [Purchasing/Human Resources/Sustainability and Quality] A letter of representation is signed by Country Managing Directors and Chief Financial Officers of subsidiaries each year in which they undertake to uphold the From 2019, the Group deployed a training course in Responsible purchasing for the Group's Compliance rules and, in particular, to sign/diffuse the International Strategy for the Purchasing processes, including the Health & Safety policy. Charter of Fundamental Social Values by their employees. **REVIEW / REPORT FOR 2024 REVIEW / REPORT FOR 2024** ACHIEVED IN 2024 ACHIEVED IN 2024 100% of new buyers validated this module, in order to guarantee good vigilance of 100% of Country Managing Directors and Chief Financial Officers signed the 2024 the Purchasing teams. letter of representation. 2025 PLAN 2025 PLAN 2025 OBJECTIVES 2025 OBJECTIVES 100% of new buyers will have to validate this module, in order to guarantee the 100% of Country Managing Directors and Chief Financial Officers will have to sign maintenance of good vigilance of the Purchasing teams. the 2025 letter of representation. SUPPLIERS Health & Safety awareness campaign [International Operations] JCDecaux Supplier Code of Conduct [Purchasing] A health & safety awareness campaign to be carried out aimed at Area and Country Managers. **REVIEW / REPORT FOR 2024** environmental challenges.

ACHIEVED IN 2024

A Health & Safety awareness module "Safety Leadership" for operational management has been rolled out (currently available in English, Spanish and Germanl

Development and dissemination of an accident analysis grid (voluntary work) in order to share a common investigation structure allowing for more in-depth analysis and action plans.

2025 PLAN

2025 OBJECTIVES

Deployment in subsidiaries of the "Safety Leadership" module according to local priorities.

"Safety Out Of Home – Safety Home" campaign [International Operations]

A campaign aimed at all employees, ("Safety Out Of Home, Safety Home"), has been distributed since April 2017

REVIEW / REPORT FOR 2024

ACHIEVED IN 2024

The programme rolled out in 2022 continued with the production and broadcast of one new episode for the video series "We all have a part to play"

2025 PLAN

2025 OBJECTIVES

The Safety Out Of Home - Safety Home programme will be continued, including the production of new episodes of the video series.

Our requirements implemented since 2022 are included in the updated

Integration of subcontractor qualification processes in the Purchasing

Purchasing teams, incorporating the objectives of the Group's Sustainable Development

Key suppliers(*) are subject to a regular assessment and an on-site audit every five years by the countries using a scorecard incorporating relevant social and

REVIEW / REPORT FOR 2024

ACHIEVED IN 2024

The Supplier Code of Conduct was systematically distributed, with a target of 100% of key suppliers(*) and new suppliers having signed it by the end of 2024.

2025 PLAN

2025 OBJECTIVES

The Supplier Code of Conduct will be systematically distributed, with a target of 100% of key suppliers(*) and new suppliers having signed it by the end of 2025.

(*) Definition of a local key supplier: supplier representing a significant portion of Purchases (\$500,000/year over 3 years) and/or whose field of activity may represent an ethical and/or reputational risk for the Group (e.g. lobbyists/barters/commercial agents), or a social and/or environmental risk (e.g. printers/suppliers of composite materials/digital screens/electronic cards/waste management)

Letter of representation from country directors [Legal]

A letter of representation is signed by Country Managing Directors and Chief Financial Officers of subsidiaries each year in which they undertake to uphold the Group's compliance rules and, in particular, to sign/diffuse the International Charter of Fundamental Social Values by their employees.

REVIEW / REPORT FOR 2024

ACHIEVED IN 2024

100% of Country Managing Directors and Chief Financial Officers signed the 2024 letter of representation

2025 PLAN

2025 OBJECTIVES

100% of Country Managing Directors and Chief Financial Officers will have to sign the 2025 letter of representation.

ENVIRONMEN

GROUP

• The Group Climate Committee [International Operations / Sustainability and Quality]

Created in 2018, it is now managed by the Department of Sustainability & Quality and is sponsored by the Chief Financial, IT and Administrative Officer. It brings together Operational Managers or EHS [Environment - Health & Safety] managers from areas and/or countries. It coordinates and approves all actions aimed at improving the Group's environmental footprint as part of JCDecaux's 2030 ESG Strategy.

REVIEW / REPORT FOR 2024

ACHIEVED IN 2024

The Climate Committee met 5 times in 2024

The roll-out of the 2030 ESG Strategy continued, in particular with the carbon reduction trajectory, a trajectory validated by the SBTI (Sciences Based Target Initiative) in June 2024.

2025 PLAN

2025 OBJECTIVES

In 2025, the operationalisation of the Climate trajectory will be continued.

• Training [Human Resources]

Digital learning training (including the presentation of the International Charter of Social Values and the Supplier Code of Conduct) is available to all employees connected to Group IT Systems.

REVIEW / REPORT FOR 2024

ACHIEVED IN 2024

Steering and monitoring of the training module reserved for new employees in the Group ("Onboarding" module) were continued.

A module adapted to non-connected employees was tested in France $\ensuremath{\textit{via}}$ the DEX Academy

2025 PLAN

2025 OBJECTIVES

The current Compliance digital learning training module will be reviewed and updated to incorporate the new Compliance procedures in force.

The module adapted to non-connected employees tested in France via the DEX Academy in 2024 will be gradually extended to all the Group's countries in 2025/2026.

SUPPLIERS & SUBCONTRACTORS

• JCDecaux Supplier Code of Conduct [Purchasing]

Key suppliers(*) are subject to a regular assessment and an on-site audit every five years by the countries using a scorecard incorporating relevant social and environmental challenges.

REVIEW / REPORT FOR 2024

ACHIEVED IN 2024

The Supplier Code of Conduct was systematically distributed, with a target of 100% of key suppliers(*) and new suppliers having signed it by the end of 2024.

2025 PLAN

2025 OBJECTIVES

The Supplier Code of Conduct will be systematically distributed, with a target of 100% of key suppliers(*) and new suppliers having signed it by the end of 2025.

(*) Definition of a key supplier: supplier representing a significant portion of Purchases (\$500,000/year over 3 years) and/or whose field of activity may represent an ethical and/ or reputational risk for the Group (e.g. lobbyists/barters/commercial agents), or social and/or environmental (e.g. printers/suppliers of composite materials/digital screens/ electronic cards/waste management)

Letter of representation from country directors [Legal]

A letter of representation is signed by Country Managing Directors and Chief Financial Officers of subsidiaries each year in which they undertake to uphold the Group's compliance rules and, in particular, to sign/diffuse the International Charter of Fundamental Social Values by their employees.

REVIEW / REPORT FOR 2024

ACHIEVED IN 2024

100% of Country Managing Directors and Chief Financial Officers signed the 2024 letter of representation.

2025 PLAN

2025 OBJECTIVES

100% of Country Managing Directors and Chief Financial Officers will have to sign the 2025 letter of representation.

Responsible Purchasing Training
 [Purchasing/Human Resources/Sustainability and Quality]

From 2019, the Group deployed a training course in Responsible purchasing for the Purchasing teams, incorporating the objectives of the Group's Sustainable Development Strategy for the Purchasing processes, including the Health & Safety policy.

REVIEW / REPORT FOR 2024

ACHIEVED IN 2024

100% of new buyers validated this module, in order to guarantee good vigilance of the Purchasing teams.

2025 PLAN

2025 OBJECTIVES

100% of new buyers will have to validate this module, in order to guarantee the maintenance of good vigilance of the Purchasing teams.

(4) THE WHISTLEBLOWING & REPORT COLLECTION MECHANISM

in 19

A whistleblowing and report collection mechanism for actual and potential alerts has been deployed across all Group subsidiaries since 2018. It was completely revised in 2024 as part of the implementation of our Compliance strategy.

PRINCIPLES & PROCEDURES

JCDecaux standards

Deployment

Compliance / Human Resources / Information Systems

The whistleblowing and reporting mechanism can now be activated by all Group employees via the secure and confidential external platform, which is accessed either through the intranet page of each country (available in 11 languages), or by activating an available QR code via dedicated signage in all subsidiaries' offices for employees who are not connected to the Group's information systems.

It is also accessible to the Group's stakeholders via public websites.

This whistleblowing mechanism is not exclusive: a report can be made legally by any means (mail, email, etc.) and will benefit from the same quarantees.

Method

Compliance / Human Resources / Information Systems

Compliance Secretariat

The whistleblowing and reporting mechanism can now be activated by all Group employees *via* the secure and confidential external platform, which is accessed either through the intranet page of each country (available in 11 languages), or by activating an available QR code via dedicated signage in all subsidiaries' offices for employees who are not connected to the Group's information systems.

It is also accessible to the Group's stakeholders via public websites.

This whistleblowing mechanism is not exclusive: a report can be made legally by any means (mail, email, etc.) and will benefit from the same quarantees.

GROUP VIGILANCE COMMITTEE

Composition

Group joined in 2015.

Members

The Group Vigilance Committee is composed of nine members representing the Group's main business lines in connection with the duty of vigilance:

In addition to the regulations applicable in France in terms of Vigilance and the processing of alerts, the framework for the whistleblowing and reporting

mechanism consists of the International Charter of Fundamental Social Values (available in 19

languages), the OOH Advertising Ethics Charter (available in 17 languages), the procedure for

collecting and processing Alerts, the Confidentiality Policy (available in 17 languages), and the Internal Investigation procedure, all JCDecaux Group

documents available to the general public except the

last one. It is also based on the principles of the United Nations Global Compact, which the JCDecaux

- Purchasing Inventories & Production
- Internal Audit
- Communication
- Compliance
- Sustainability & Quality
- Legal
- International Operations
- Human Resources & International Projects

Chairmanship

A committee of the Executive Board, it is chaired by the Chief Financial Officer, Group Information Systems & Administration, member of the Executive Board of JCDecaux SE.

Missions & operations

Duties

It has three main missions:

- prepare the annual Vigilance Plan and review the implementation of the Vigilance Plan for the previous year, before presenting them to the Ethics & ESG Committee (CERSE), which submits them to the Executive Board as part of the annual management report of the Company, for presentation to the Supervisory Board of JCDecaux SE:
- identify and manage major impacts, risks and opportunities as part of the CSRD;
- examine the reports submitted to it after examination by the Committee's Secretariat or those it takes on its own, and make any recommendations to the CERSE about them or especially those within its remit.

Operation

It meets at least three times a year, and as often as necessary. Its Chairman reports on its work to the Executive Board, the Supervisory Board, the Audit Committee and the CERSE.

Its Secretariat is provided by the Group General Counsel, who keeps an anonymised register of reports, which lists all reports received by the Committee, via the whistleblowing platform or directly by management or by the Committee's Secretariat, as well as their handling (investigations carried out locally and/or at the level of the Company's head office and with or without internal/ external resources, responses given to their perpetrators, legal and operational monitoring).

RESULTS FOR 2024 & OBJECTIVES FOR THE 2025 PLAN

RESULTS OF THE 2024 PLAN

Meetings

ACHIEVED IN 2024

As provided for in the Vigilance Plan, the Vigilance Committee met three times in 2024, in February to adopt the results of the 2023 Vigilance Plan and the draft 2024 Vigilance Plan before publication of the management report of the Company, in July to provide a mid-year progress report on its implementation, and in September as part of its participation in the preparation of the CERSE's work.

Reports Legal/Information Systems

ACHIEVED IN 2024

The proper functioning of the whistleblowing mechanism is constantly monitored and maintained in conjunction with the whistleblowing platform manager. In 2024, the implementation of this new whistleblowing platform in all subsidiaries was carried out in a fully satisfactory manner, with employees and stakeholders alike having adopted the new tool without difficulty.

In 2024, the Committee examined 14 alerts for which it was responsible, involving 12 subsidiaries in Africa, Latin America, Asia and Europe, and concerning situations of potential breach of the Vigilance rules in the following areas: wage discrimination or discrimination based on gender and/or sexual orientation, moral/sexual harassment, environmental commitments. Strict investigations were carried out confidentially locally and their conclusions were examined by the Committee, which approved them, as well as the related proposals and recommendations.

In 2024, the Committee's Secretariat also examined 40 reports (vs. 12 in 2023) for which it noted the Committee's unsuitability (e.g. content of advertising campaigns, driving, vandalism, violation of intellectual property rights), all of which were forwarded to the operational departments concerned for handling.

OBJECTIVES FOR THE 2025 PLAN

Meetings

2025 OBJECTIVE

The Vigilance Committee will meet three times in 2025, in February to adopt the results of the 2024 Vigilance Plan and the draft 2025 Vigilance Plan in view of the Executive Board and CERSE meetings before publication of the management report of the Company, then in July to provide a mid-year progress report on its implementation, and finally in September as part of its participation in the preparation of the CERSE's work.

2

Legal/Information Systems reports

2025 OBJECTIVE

As in 2024, the Vigilance Committee will ensure the proper functioning of the whistleblowing mechanism in the subsidiaries and its accessibility for all employees, within the legal and regulatory framework in force in France applicable to JCDecaux SE and its subsidiaries worldwide (law on the duty of vigilance and the Waserman law in particular) as well as in line with ethical requirements (recommendations of the French Anticorruption Agency, CNIL guidelines), amended if necessary by local regulations for certain subsidiaries,

In addition to its mission of preparing and monitoring the implementation of the annual Vigilance Plan, and identifying and managing major Impacts, Risks and Opportunities as part of the CSRD, it will ensure that the reports are properly processed by the Committee's Secretariat, and will formulate recommendations, if necessary, which will be forwarded to the CERSE and the Executive Board.

(5) SYSTEM TO MONITOR & EVALUATE THE MEASURES IMPLEMENTED

JCDecaux SE regularly monitors and evaluates the measures implemented as part of the annual Vigilance Plan using the control, survey and reporting systems available at all levels of the Group.

OBJECTIVES

• Controls

ACHIEVED IN 2024

On-site checks and/or document checks are carried out by each relevant Operational Department as part of the implementation of the various initiatives of the annual Vigilance Plan:

- by the Human Resources Department International Projects, with the subsidiaries (corrective plans following the 2023-2024 biennial survey)
- by the International Operations Department for the subsidiaries and operating subcontractors (on-site and remote audits)
- by the Purchasing-Inventories & Production Department for subsidiaries and Group key suppliers (on-site or remote assessments and audits)
- by the Group Legal and Compliance departments (annual representation letters from Country Managing Directors and Chief Financial Officers)
- by the Sustainability & Quality Department with the subsidiaries, in particular through the management of extra-financial performance and the annual sustainability audit conducted by the new auditor Grant Thornton for 2024
- by the Internal Audit Department (annual self-assessments of 83 subsidiaries/ countries and completion of 17 audits in 2024 - on-site and remote as well as missions dedicated specifically to the processing of personal data) and *ad hoc* missions
- by the CERSE which takes note, after each Committee meeting, of the work of the latter presented to it by its Chairman and its Secretary, and in particular of the monitoring of the Vigilance Plan for the year and the 2030 ESG Strategy
- by the Executive Board who takes note, after each meeting of the Committee, of the report prepared by the Chairman of the CERSE on its work

Surveys

ACHIEVED IN 2024

Investigations conducted where necessary following the checks performed (see opposite) by Departments and bodies responsible for overseeing the implementation of the Vigilance Plan:

- by the Internal Audit Department as part of its audit duties in target countries or regions or remotely;
- by the Group Legal Department and the Zone Legal Departments, key contacts for the Country Managers of the subsidiaries, in the context of the signature each year of letters of representation by the Country Managing Directors and Chief Financial Officers and the preparation of the twice-yearly review of disputes and risks consolidated at Group level;
- by the Compliance Department, and the Compliance Officers in the main Group countries as part of the monitoring of the regulations on the duty of vigilance and the work of the associated Committee and CERSE;
- by the Group Vigilance Committee, when investigating any reports or selfreferring in the event of information leading it to initiate an investigation;
- by the Audit Committee as part of its analysis of the Group's position;
- by the CERSE, as part of its supervision of the work of the Vigilance Committee and the implementation of the Group Vigilance Plan and the 2030 ESG Strategy;
- by the **Executive Board**, which may initiate an investigation following, in particular, the review of the Committee's work.

REPORTING

 Work of the Group Vigilance Committee

Legal / Compliance

ACHIEVED IN 2024

After each Committee meeting, the Chairman and Secretary reported on the Committee's work to the Executive Board and the Supervisory Board of JCDecaux SE, in particular with regard to the content and implementation of the annual Vigilance Plan and the reports received and handled. They also reported on the Committee's work to the Ethics & ESG Committee.

2025 OBJECTIVE

The reporting on the Committee's work to the Group's main governance bodies will be provided in 2025, as in 2024.

Work of the Audit Committee

Internal Audit

ACHIEVED IN 2024

In 2024, the Director reported four times to the Supervisory Board on the work in connection with the Duty of Vigilance (audits of subsidiaries and risk mapping).

2025 OBJECTIVE

The Internal Audit Director will report in 2025, as in 2024, on his audit missions and the risks identified in terms of Vigilance in the Group risk mapping.

Review of Group's Disputes & Risks

Legal/Compliance/Finance

ACHIEVED IN 2024

The Group General Counsel presented twice, in July 2024 and January 2025. the review of the Group's disputes and risks to the Statutory Auditors, the Audit Committee and the Executive Board. This review is prepared with the functional departments concerned (Finance, Human Resources & International Projects and Tax in particular), and makes it possible to identify the main risks and disputes at Group level (including those relating to the duty of vigilance) and to control the due diligence carried out. It also includes a summary of the alerts received from whistleblowers and processed.

2025 OBJECTIVE

The Group General Counsel will carry out the same procedures as in 2024 concerning the identification of the main risks and disputes at Group level (including those relating to the duty of vigilance) and the corresponding controls, as well as the reports and their handling.

Sustainability & Steering of Extra-Financial Performance

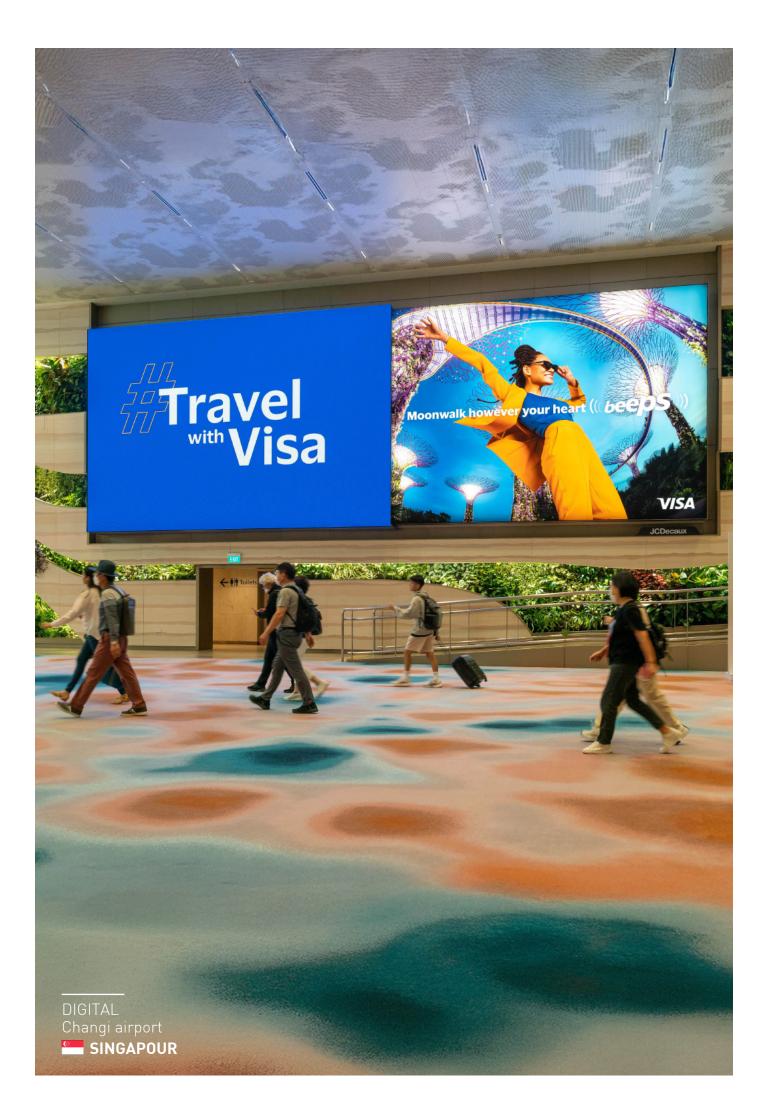
Sustainable Development

ACHIEVED IN 202

The Department of Sustainability & Quality reported on its work to the Vigilance, Ethics & CSR and Audit Committees, as well as each quarter, at least, to the Executive Board and once a year to the Supervisory Board of JCDecaux SE, in particular with regard to the 2030 ESG Strategy and the CSRD.

2025 OBJECTIVE

As in 2024, the Department of Sustainability & Quality will report on its work to the Vigilance, Ethics & ESG and Audit Committees, as well as quarterly, at least, to the Executive Board and once a year to the Supervisory Board of JCDecaux SE, in particular with regard to the 2030 ESG Strategy and the Sustainability Statement (CSRD).



3

CORPORATE GOVERNANCE

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This Chapter is the Corporate Governance Report approved by the Supervisory Board, following its submission to the Compensation and Nominating Committee, to the Statutory Auditors, and to the Sustainability Auditor. This report is attached to the Management Report.

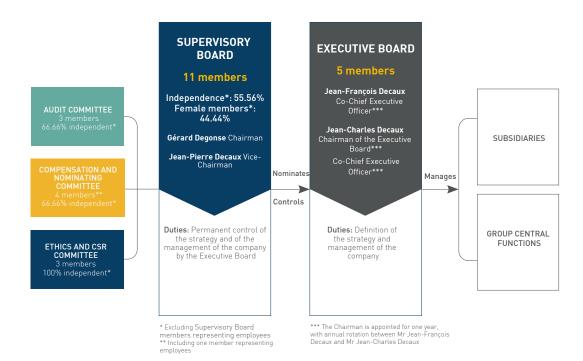
The procedures implemented in preparing this report are based on work carried out by the Legal Department of the JCDecaux Group.

3.1. PRESENTATION OF THE GOVERNANCE

3.1.1. GOVERNANCE

The Company has been organised in the form of a Limited Company with an Executive Board and a Supervisory Board since 2000. The dualist structure was chosen prior to the IPO of the Company in order to better organise, as in any family company, the transfer of powers between Mr Jean-Claude Decaux, founder of the Company, and his sons Jean-François Decaux, Jean-Charles Decaux and Jean-Sébastien Decaux. This structure was also favoured over the one-tier structure, in particular, to give the Company's Executive Board the necessary capacities and responsiveness to manage the Group's operations and to respond to the numerous calls for tender launched throughout the year by administrations, public bodies and transport authorities. The adaptation of this governance structure to the realities of the Group and its effective flexibility have been fully confirmed over time, notably in the performance of the Group's activities in the numerous countries in which it operates.

The transformation of JCDecaux SA into a European Company, approved by the General Meeting of Shareholders of 14 May 2020, took effect on 27 September 2022, the date of its registration as a European Company in the Trade and Companies Register. This new legal status makes it possible to more strongly reflect the European dimension of a global Group with all its stakeholders. JCDecaux SA is since then called JCDecaux SE. The applicable legislation, governance, stock market listing and registered office of the Company remain unchanged.



3.1.2. CORPORATE GOVERNANCE CODE

The Company refers to the AFEP-MEDEF Corporate Governance Code revised in December 2022 (the "AFEP-MEDEF Code").

In accordance with the "Apply or Explain" principle provided for in Article L. 22-10-10 of the French Commercial Code and with the AFEP-MEDEF Code, the Company specifies that during the 2024 fiscal year, it applied all the recommendations of the AFEP-MEDEF Code.

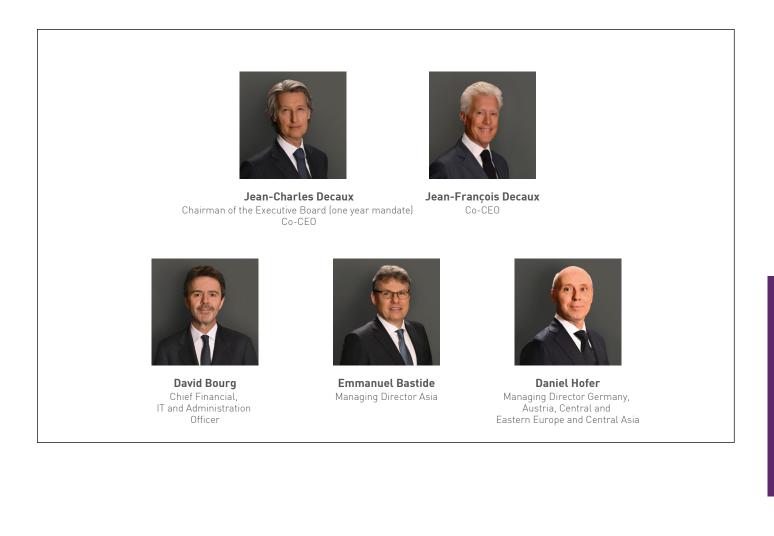
The AFEP-MEDEF Code can be viewed on the MEDEF website at www.medef.com.

3.2. EXECUTIVE BOARD

3.2.1. COMPOSITION

At 31 December 2024, the Executive Board was composed of five members appointed by the Supervisory Board: Mr Jean-Charles Decaux (Chairman of the Executive Board), Mr Jean-François Decaux (Chief Executive Officer), Mr Emmanuel Bastide, Mr David Bourg and Mr Daniel Hofer. Their term of office is three years.

The Chairman is appointed for one year (annual rotation between Mr Jean-Charles Decaux and Mr Jean-François Decaux decided by the Supervisory Board following the General Meeting of Shareholders). In accordance with the articles of association, the Chief Executive Officer has the same authority to represent the Company as the Chairman of the Executive Board.



3.2.2. TERMS OF OFFICE HELD BY THE MEMBERS OF THE EXECUTIVE BOARD

Almost all offices and positions held by members of the Executive Board in 2024 were in direct or indirect subsidiaries of JCDecaux SE or in companies in the field of outdoor advertising in which the Group held a significant stake. Other offices or functions are exercised in companies inactive in the field of outdoor advertising.



JEAN-CHARLES DECAUX

Chairman of the Executive Board

55 YEARS OLD - FRENCH CITIZEN

BUSINESS ADDRESS:

17 rue Soyer, 92200 Neuilly-sur-Seine (France)

DATE OF FIRST APPOINTMENT AS A MEMBER OF THE EXECUTIVE BOARD: 9 October 2000

DATE OF MOST RECENT RE-APPOINTMENT AS A MEMBER OF THE EXECUTIVE BOARD: 7 May 2024

EXPIRY OF THE TERM AS EXECUTIVE BOARD MEMBER: Until the Supervisory Board meeting at the end of the 2027 General Meeting of

Shareholders called to approve the financial statements for the fiscal year ending 31 December 2026.

NUMBER OF SHARES:

1,485,322 shares (of which 1,752 shares held in bare ownership)

Mr Jean-Charles Decaux joined the Group in 1989. He created and developed the Spanish subsidiary and then all subsidiaries in France, Belgium, Israel, southern Europe, Asia, Latin America, the Middle East and Africa.

Chairman of the Executive Board since 7 May 2024 for a period of one year (*i.e.* until the Supervisory Board meeting at the end of the 2025 General Meeting of Shareholders called to approve the r

alternating general management functions applied in the Company (annual rotation with Mr Jean-François Decaux).

In addition, Mr Jean-Charles Decaux is a member of the Board of Directors of the Association Française des Entreprises Privées (AFEP) and, since 2005, a member of the Board of Directors of the African Medical and Research Foundation (AEF), the leading African public health NGO.

| financial statements for the year ending 31 December 2024), in accordance with the principle of | |
|---|--|
| COMPANIES | POSITIONS AND TERMS OF OFFICE HELD |
| Offices or positions held in 2024 in group companies | 3 |
| Métrobus (France) | • Director (1 st appointment: 18 November 2005) |
| JCDecaux France (France) | • Chairman (1 st appointment: 31 December 2011) |
| JCDecaux Bolloré Holding (France) | Member of the Executive Board (1st appointment: 24 May 2011) |
| EXTIME MEDIA (Formerly Média Aéroport de Paris) (France) | • Director (1 st appointment: 7 September 2011) |
| JCDecaux España S.L.U | • Chairman of the Board of Directors (1 st appointment: 14 March 2003) |
| | Director (1st appointment: 14 March 2003) |
| IGPDecaux Spa (Italy) | Director (1st appointment: 1 December 2001) |
| JCDecaux Small Cells Limited (United Kingdom) | Director (1st appointment: 3 April 2014) |
| Offices or positions held in 2024 in non-group compa | anies |
| Eurazeo (listed company) (France) | Chairman of the Supervisory Board (since 28 April 2022)Chairman of the Finance Committee (since 28 April 2022) |
| JCDecaux Holding (SAS) (France) | Director (1st appointment: 22 June 1998) Managing Director (since 4 April 2024) Chairman (until 4 April 2024) |
| Decaux Frères Investissements (SAS) (France) | Managing Director (1st appointment: 24 October 2007) Director (1st appointment: 24 October 2007) |
| SCI du Mare (France) | Manager (1st appointment: 14 December 2007) |
| HLD (SCA) (France) | Permanent representative of Decaux Frères Investissements, member of the Supervisory Board (1st appointment: 25 March 2011) |
| SCI Clos de la Chaîne (France) | Manager (1st appointment: 1 August 2013) |
| SCI Troisjean (France) | Manager (1st appointment: 1 August 2013) |
| Apolline Immobilier (SAS) (France) | • Managing Director (1 st appointment: 27 November 2015) |
| BDC SAS (France) | • Director (1 st appointment: 27 July 2016) |
| Médiavision et Jean Mineur (France) | • Director (1 st appointment: 22 September 2016) |
| Offices expired in the last five years in non-group co | ompanies |
| JCDecaux Holding (SAS) (France) | Managing Director (until 6 April 2023) Chairman (until 1 April 2021) Managing Director (until 3 April 2020) |
| Eurazeo (listed company) (France) | • Vice-Chairman of the Supervisory Board (until 28 April 2022) |
| | Vice-Chairman of the Finance Committee (until |

Finance Committee the 28 April 2022)



JEAN-FRANÇOIS DECAUX

Managing Director

65 YEARS OLD - FRENCH CITIZEN

BUSINESS ADDRESS: 27 Sale Place, London, W2 1YR (United Kingdom)

DATE OF FIRST APPOINTMENT AS A MEMBER OF THE EXECUTIVE BOARD: 9 October 2000

DATE OF MOST RECENT RE-APPOINTMENT AS A MEMBER OF THE EXECUTIVE BOARD: 7 May 2024

EXPIRY OF THE TERM OF OFFICE AS A MEMBER OF THE EXECUTIVE BOARD:

Until the Supervisory Board meeting at the end of the 2027 General Meeting of Shareholders called to approve the financial statements for the year ending 31 December 2026.

NUMBER OF SHARES:

572,396 shares (including 1,752 held in bare ownership)

Mr Jean-François Decaux joined the Group in 1982 and started and developed the German subsidiary. He also oversaw the development of the United Kingdom, of all of the subsidiaries in Northern and Eastern Europe and then successfully managed the Company's moves into North America, Central Asia and Australia.

Chief Executive Officer since 7 May 2024 for a period of one year (*i.e.* until the Supervisory Board meeting following the 2025 General Meeting of Shareholders called to approve the financial statements for the fiscal year ending 31 December 2024), in accordance with the principle of alternating senior management functions applied in the Company (annual rotation with Jean-Charles Decaux).

COMPANIES

POSITIONS AND TERMS OF OFFICE HELD

| | Offices or positions held in 2024 in group compani | ies | |
|-------------------|--|---|--|
| | Media Frankfurt GmbH (Germany) | Vice-Chairman of the Supervisory Board (1st appointment: 3 April 2001) | |
| | JCDecaux UK Limited. (United Kingdom) | Director (1st appointment: 12 September 2013) | |
| | AFA JCDecaux A/S (Denmark) | Chairman of the Board of Directors (1st appointment: 11 October 2013) | |
| | Offices or positions held in 2024 in non-group com | npanies | |
| ited | JCDecaux Holding (SAS) (France) | Director (1st appointment: 22 June 1998) Managing Director (since 6 April 2023) | |
| A | SCI Congor (France) | Manager (1st appointment: 17 January 2000) | |
| RD: | Decaux Frères Investissements (SAS) (France) | Managing Director (1st appointment: 24 October 2007) Director (1st appointment: 24 October 2007) | |
| | DF3I (Luxembourg) | • Director (1 st appointment: 17 December 2007) | |
| THE | Apolline Immobilier (SAS) (France) | • Managing Director (1 st appointment: 27 November 2015) | |
| AS A RD: | Offices that expired in the last five years in non-g | group companies | |
| ng ting the | Médiavision et Jean Mineur (France) | • Director (until 30 May 2023) | |
| | JCDecaux Holding (SAS) (France) | | |
| ld in | | • Chairman (until 6 April 2023) | |

- Managing Director (until 31 March 2022)
- Chairman (until 3 April 2020)
- Managing Director (until 4 April 2019)



EMMANUEL BASTIDE

Member of the Executive Board

56 YEARS OLD - FRENCH CITIZEN

BUSINESS ADDRESS:

JCDecaux Asia (S) Pte Ltd 8 Temasek Boulevard #33-02 Suntec City Tower 3 Singapore 038988

DATE OF FIRST APPOINTMENT: 1 September 2014

DATE OF MOST RECENT RE-APPOINTMENT: 7 May 2024

EXPIRY OF THE TERM OF OFFICE:

Until the Supervisory Board meeting following the 2027 General Meeting of Shareholders called to approve the financial statements for the fiscal year ended 31 December 2026.

NUMBER OF SHARES: 32,434 shares

Mr Emmanuel Bastide is a graduate of the École des Mines de Paris (ENSMP).

Mr Emmanuel Bastide began his career as a Works Engineer with Saur in 1994. He joined JCDecaux in 1998 as Deputy Regional Director Île-de-France Est. In 1999, he was appointed as Head of Development for North Asia, excluding Japan, a position based in Hong Kong.

Promoted in 2001 as Senior Vice-President of MCDecaux in Japan (joint venture of JCDecaux SE and Mitsubishi Corporation, of which JCDecaux holds 60%), he becomes Chairman in 2002.

Since 1 January 2007, Emmanuel Bastide has held the position of Managing Director Asia of JCDecaux with, notably, responsibility for the following countries: China (including Hong Kong and Macao), Myanmar, Korea, Japan, Mongolia, Singapore, Thailand, Vietnam etc.

COMPANIES

Offices or positions held in 2024 in group companies

Nanjing Metro JCDecaux Advertising Co., Ltd. (China)

Chengdu MPI Public Transportation Advertising. Co. Ltd. (China)

Chongqing MPI Public Transportation Advertising Co. Ltd. (China)

Suzhou JCDecaux Metro Advertising Ltd. (China) JCDecaux (China) Holding Ltd. (Hong Kong) JCDecaux Pearl & Dean Ltd. (Hong Kong) JCDecaux Cityscape Ltd. (Hong Kong)

JCDecaux Cityscape Hong Kong Ltd. (Hong Kong)

JCDecaux Innovate Ltd. (Hong Kong)

JCDecaux Digital Vision (HK) Ltd. (Hong Kong) JCDecaux Vietnam Holding Ltd. (Hong Kong)

- MCDecaux Inc. (Japan)
- Cyclocity, Inc (Japan)
- JCDecaux Korea, Inc. (South Korea)
- JCDecaux Macau Ltd. (Macau)
- JCDecaux Mongolia LLC (Mongolia)
- JCDecaux Asia (S) Pte. Ltd. (Singapore)
- JCDecaux Singapore Pte Ltd. (Singapore)
- JCDecaux Out of Home Pte. Ltd. (Singapore)
- MNCDecaux Media Utama (Indonesia)

FMIDecaux Co., Ltd. (Myanmar)

POSITIONS AND TERMS OF OFFICE HELD

- Director (1st appointment: 6 January 2011)
- Director (1st appointment: 7 December 2011)
- Director (1st appointment: 1 June 2011)
- Director (1st appointment: 9 November 2012)
- Director (1st appointment: 7 May 2007)
- Director (1st appointment: 23 January 2007)
- Director (1st appointment: 23 May 2005)
- Director (1st appointment: 23 May 2005)
- Director (1st appointment: 14 March 2007)
- Director (1st appointment: 8 May 2007)
- Director (1st appointment: 17 September 2008)
- Director (1st appointment: 24 April 2014)
- Director (1st appointment: 5 October 2009)
- Director (1st appointment: 26 October 2001)
- Director (1st appointment: 14 June 2007)
- Director (1st appointment: 28 April 2014)
- Director (1st appointment: 26 February 2007)
- Director (1st appointment: 26 February 2007)
- Director (1st appointment: 26 February 2007)
- Director (1st appointment: 17 December 2015)
- Director (1st appointment: 21 July 2017)

Offices or positions held in 2024 in non-group companies

None

Offices that expired in the last five years in non-group companies

None



DAVID BOURG

Member of the Executive Board

55 YEARS OLD - FRENCH CITIZEN

BUSINESS ADDRESS: 17 rue Soyer, 92200 Neuilly-sur-Seine (France)

DATE OF FIRST APPOINTMENT: 15 January 2015

DATE OF MOST RECENT RE-APPOINTMENT: 7 May 2024

EXPIRY OF THE TERM OF OFFICE: Until the Supervisory Board meeting

following the 2027 General Meeting of Shareholders called to approve the financial statements for the fiscal year ended 31 December 2026.

NUMBER OF SHARES: 28,268 shares

Mr David Bourg is a graduate of Institut d'Études Politiques de Paris and holds a Master's and DEA in Economics from Paris Dauphine.

He began his career in the firm Deloitte & Touche with various positions of responsibility, including Audit Supervisor in Buenos Aires and Audit Manager in Paris. He joined JCDecaux in 2001 as Head of Development, with as his main responsibilities merger and acquisition projects within the Group. He is appointed Regional Financial Director Asia in 2005, then Managing Director Middle East in 2011.

COMPANIES

Offices or positions held in 2024 in group companies APG|SGA SA (listed company) (Switzerland) 27 April 2023) JCDecaux Finland Oy (Finland) • 30 September 2022) JCDecaux AdTech (France) JCDecaux Bolloré Holding (France) January 2015) EXTIME MEDIA (formerly Média Aéroports de Paris) (France) IGP Decaux Spa (Italy) JCDecaux Small Cells Limited (United Kingdom) JCDecaux Subsaharan Africa Holdings (PTY) LTD (South Africa) JCDecaux Amériques Holding (France) JCDecaux Europe Holding (France) JCDecaux Afrique Holding (France) JCDecaux Asie Holding (France) Offices or positions held in 2024 in non-group companies None

Offices that expired in the last five years in non-group companies

None

| Mr | David | Bourg | has | been | Group | Chief | Financial, | IT | and |
|-----|----------|----------|-------|-------|---------|---------|------------|----|-----|
| Adr | ninistra | ation Õf | ficer | since | 15 Janu | iary 20 | 15. | | |

POSITIONS AND TERMS OF OFFICE HELD

- Director (1st appointment: 27 April 2023)
- Chairman of the Audit Committee (1st appointment:
- Chairman of the Board of Directors (1st appointment:
- Chairman (1st appointment: 13 July 2022)
- Member of the Executive Board (1st appointment: 15
- Director (1st appointment: 28 January 2015)
- Director (1st appointment: 10 March 2015)
- Director (1st appointment: 18 June 2015)
- Director (1st appointment: 18 June 2015)
- Chairman (1st appointment: 31 March 2023)
- Chairman (1st appointment: 28 April 2023)
- Chairman (1st appointment: 31 March 2023)
- Chairman (1st appointment: 31 March 2023)

CORPORATE GOVERNANCE



DANIEL HOFER

Member of the Executive Board

61 YEARS OLD - SWISS CITIZEN

BUSINESS ADDRESS: Giesshübelstrasse 4, CH-8045 Zürich (Switzerland)

DATE OF FIRST APPOINTMENT: 1 September 2014

DATE OF MOST RECENT RE-APPOINTMENT: 7 May 2024

EXPIRY OF THE TERM OF OFFICE: Until the Supervisory Board meeting following the 2027 General Meeting of Shareholders called to approve the financial statements for the fiscal year ended 31 December 2026.

NUMBER OF SHARES: 41,545 shares

Mr Daniel Hofer holds an MBA from the University of Rochester (New York) and a Business Administration Doctorate from the University of South Australia (UniSA) in Adelaide.

Mr Daniel Hofer held several management roles in the media sector before joining NZZ Group (Neue Zuercher Zeitung), one of the leading media companies in Switzerland, as a member of the Executive Board, from 2006 to 2010. From 1 October 2010, Mr Daniel Hofer assumed the duties of Chief Executive Officer of APG|SGA, the leading outdoor advertising company in Switzerland. He has been Chairman of the Board of Directors of that company since 21 May 2014.

Since 1 September 2014, Mr Daniel Hofer has been the JCDecaux Managing Director for Germany, Austria, Central and Eastern Europe and Central Asia.

COMPANIES

POSITIONS AND TERMS OF OFFICE HELD

Manager (1st appointment: 20 August 2014)

May 2014)

Offices or positions held in 2024 in group companies

APG|SGA SA (listed company) (Switzerland)

JCDecaux Corporate Services GMBH (Switzerland)

Gewista Werbegesellschaft mbH (Austria)

JCDecaux Bulgaria Holding B.V. (Netherlands) JCDecaux (Hungary)

VBM (Hungary)

RTS Decaux JSC (Kazakhstan)

Big Board Ukraine (BIG BOARD BV) (Ukraine)

JCDecaux Central Eastern Europe Holding AG (Austria)

Offices or positions held in 2024 in non-group companies

None

Offices that expired in the last five years in non-group companies

None

Vice-Chairman of the Supervisory Board (1st appointment: 26 September 2014)
Type A Director (until 3 November 2023)
Member of the Supervisory Board (1st appointment: 12

• Chairman of the Board of Directors (1st appointment: 21

- December 2014)
 Member of the Supervisory Board (1st appointment: 24 May 2017)
- Member of the Board of Directors (1st appointment: 11 September 2014)
- Member of the Board of Directors (1st appointment: 26 September 2014)
- Chairman of the Supervisory Board (1st appointment: 7 July 2023)

3.2.3. MISSION, OPERATION AND WORK

NUMBER OF MEETINGS ATTENDANCE RATE EXECUTIVE BOARD 100% 2 **WORK** MISSIONS • The Executive Board manages the Company, pursuant to the law and In 2024, the Executive Board met 12 times, with an attendance rate of 100%. to the articles of association. The work of the Executive Board focused on: The Executive Board determines the Company's business guidelines and ensures their implementation, in accordance with its corporate interests, taking into account the social and environmental outlook for the year and changes in results) challenges of its business. For the overall coordination and implementation of the strategy, it relies on Management Committees in each geographic area or, for larger countries, in each country.

CSR MISSIONS

- review of risks and opportunities
- the CSR strategy and its "Sustainable development strategy" implementation:
- Climate strategy
- Green taxonomy
- analysis of the double materiality of data points
- definition of an action plan for the implementation of CSRD
- structure and validation of the sustainability report

OPERATION

- The Executive Board meets at least once a month for at least a full day. The latter may also meet on an ad hoc basis and by telephone conference.
- For each Executive Board meeting, a preparatory file is drawn up covering the many items on the agenda. Employees or third parties may be invited to attend Executive Board meetings if necessary. The Statutory Auditors are also heard during meetings held to review the half-yearly and annual financial statements. A summary of decisions is drawn up to record the proceedings of Executive Board meetings. The Executive Board reports to the Supervisory Board on a quarterly basis
- The Executive Board does not have internal rules of procedure.

Dedicated and secure digital platform

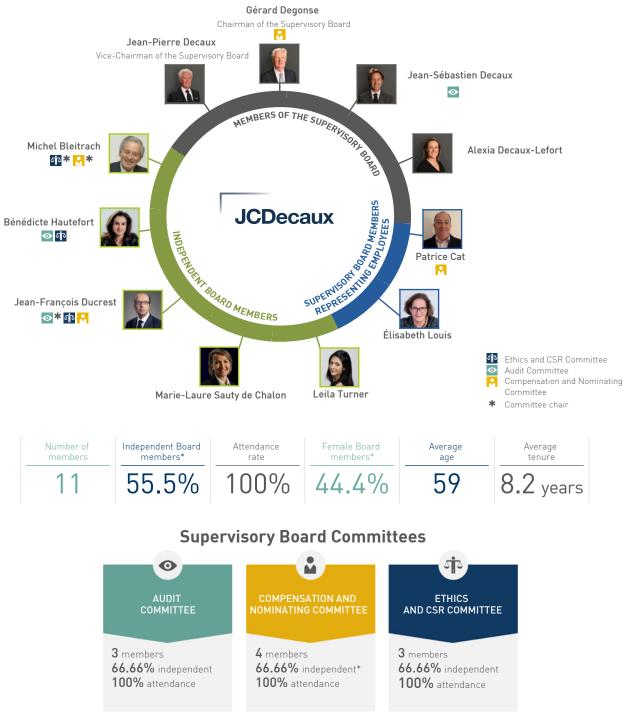
Members of the Executive Board have access to a digital governance platform on which they can find all the documentation related to the next meeting as well as the history of the documentation from previous meetinas

- The Company's business performance (level of commercial activity,
- Monitoring the Company's financial outlook and reviewing the financial statements, including the Group's financing, closing of the half-yearly and annual financial statements, conducting impairment tests, budgeting, financial communication and reviews of the work and conclusions of the Statutory Auditors
- · Internal or external growth projects and operations
- New calls for tenders
- The Group strategy including its development in digital (including programmatic, data and IT systems), sales and R&D
- The Sustainable Development strategy (in particular the 2030 sustainable development strategy including the climate strategy, the green taxonomy, the sustainability report as well as the regulatory framework of the CSRD Directive, the double materiality analysis and the plan for the implementation of the CSRD Directive)
- The IT strategy, the commercial strategy, the airport strategy, research and development projects, the evolution of the IT sector, the digital transformation and the development of programmatic, the VIOOH programmatic platform, the Data strategy, the DSP Displayce technological platform
- The half-yearly review of the Group's risks and disputes, the internal audit review, the review of the intellectual property rights portfolio, the evolution of the governance within the Company and its subsidiaries, the compensation conditions of the Group's senior executives, the preparation of all documents for the General Meeting of Shareholders, and the conduct of the General Meeting of Shareholders
- The Group's compliance strategy in the context of anti-corruption regulations, including the review of new Group policies and procedures relating, in particular, to Gifts & Invitations, the engagement and management of Lobbyists, the new alert system, assessment of third parties and the prevention of conflicts of interest
- The implementation of an employee shareholding plan
- The identification of the areas of activity of the Company that could benefit from artificial intelligence and the corresponding opportunities, concepts and main solutions.

3.3. SUPERVISORY BOARD

3.3.1. COMPOSITION

At 31 December 2024, the Supervisory Board was composed of eleven members: Mr Gérard Degonse (Chairman), Mr Jean-Pierre Decaux (Vice-Chairman), Mr Michel Bleitrach, Ms Alexia Decaux-Lefort, Ms Bénédicte Hautefort, Mr Jean-Sébastien Decaux, Mr Jean-François Ducrest, Ms Marie-Laure Sauty de Chalon, Ms Leila Turner (appointed by the General Meeting of Shareholders), Mr Patrice Cat (member of the Supervisory Board representing employees appointed by the Social and Economic Committee whose term of office was renewed by the Company's European Committee on 22 July 2024) and Ms Elisabeth Louis (member of the Supervisory Board representing employees appointed by the Social and Economic Committee on 26 September 2023).



*Excluding Supervisory Board Members representing employees

| | PERSONAL INFORMATION | | | EXPERIENCE | POSITION WITHIN THE BOARD | | | DARD | | |
|--|-------------------------|------------|-------------|---------------------|--|--------------|----------------------------------|-----------------|------------------------------|--|
| | Age as of 31/12/2024 | Gend er | Nationality | Number of shares | Number of offices in listed companies | Independence | Date of first appointmen t | Term expires | Seniority on the Board | MEMBERSHIP OF BOARD COMMITTEES |
| Gérard Degonse (Chairman) | 77 | М | French | 17,056 | None | Х | 15/05/2013 | AGM 2025 | 11 years | Member of the Compensation and Nominating Committee |
| Jean-Pierre Decaux (Vice-Chairman) | 80 | М | French | 1,574 | None | Х | 09/10/2000 | AGM 2025 | 24 years | No |
| Michel Bleitrach | 79 | М | French | 1,000 | None | \checkmark | 15/05/2013 | AGM 2025 | 11 years | Chairman of the Ethics and CSR Committee Chairman of the Compensation and Nominating Committee |
| Alexia Decaux-Lefort | 39 | F | French | 1,000 | None | Х | 15/05/2013 | AGM 2025 | 11 years | No |
| Bénédicte Hautefort | 56 | F | French | 1,000 | None | \checkmark | 11/05/2017 | AGM 2026 | 7 years | Member of the Audit Committee Member of the Ethics and CSR Committee |
| Jean-Sébastien Decaux | 48 | М | French | 3,752 * | None | х | 14/05/2020 | AGM 2026 | 4 years | Member of the Audit Committee |
| Jean-François Ducrest | 59 | М | French | 45,000 | None | \checkmark | 14/05/2020 | AGM 2027 | 4 years | Chairman of the Audit Committee Member of the Ethics and CSR Committee Member of the Compensation and Nominating Committee |
| Marie-Laure Sauty de Chalon | 62 | F | French | 1,000 | 2 | \checkmark | 11/05/2017 | AGM 2026 | 7 years | No |
| Leila Turner | 42 | F | French | 1,000 | None | \checkmark | 11/05/2017 | AGM 2026 | 7 years | No |
| Patrice Cat (Board member representing employees) | 56 | М | French | 0 | None | NA | 30/09/2021 | AGM 2027 | 3 years | Member of the Compensation and Nominating Committee |
| Elisabeth Louis (member representing employees) | 58 | F | French | 0 | None | NA | 26/09/2023 | 26/09/2026 | 1 year | No |

SUMMARY PRESENTATION OF THE SUPERVISORY BOARD AS AT 31 DECEMBER 2024

In this table, 🗸 represents a met independence criterion and X represents an unmet independence criterion. N/A: not applicable.
(*) including 1,752 shares held in bare ownership under the usufruct of Ms Danielle Decaux. Mr Jean-Sébastien Decaux also holds 466,950 shares through Holding des Dhuits.

INDEPENDENCE OF THE MEMBERS OF THE SUPERVISORY BOARD

The Supervisory Board applies the AFEP-MEDEF (article 10.5) criteria to assess the independence of its members, which notably state that members must:

| | Not be or not have been in the previous five years: | | | | | |
|---|---|--|--|--|--|--|
| Criterion 1: Employee, | an employee or executive corporate officer of the Company; | | | | | |
| corporate officer during the previous 5 years | • an employee, executive corporate officer or director of a company consolidated by the Company; | | | | | |
| previous 5 years | • an employee, executive corporate officer or director of the parent company of the Company or of a company consolidated by the parent company. | | | | | |
| Criterion 2: Cross directorships | Not be an executive corporate officer of a company in which the Company holds, directly or indirectly, a directorship or in which a designated employee or an executive corporate officer of the Company (currently serving or having served in the previous five years) holds a directorship. | | | | | |
| | Not be a customer, supplier, investment banker, financing banker or adviser: | | | | | |
| | significant for the Company or its group; | | | | | |
| Criterion 3: Significant business relationships | • or for which the Company or its group represents a significant part of its business. | | | | | |
| business relationships | The assessment of whether or not the relationship with the Company or its group is significant is debated by the Board, and the quantitative and qualitative criteria that led to this assessment (continuity, economic dependence, exclusivity, etc.) are explained in the Corporate Governance Report. | | | | | |
| Criterion 4: Family ties | Not have any close family ties with a corporate officer. | | | | | |
| Criterion 5: Statutory Auditor | Not have been a Statutory Auditor of the Company in the past 5 years. | | | | | |
| Criterion 6: Term of office exceeding 12 years | Not have been a director of the Company for more than 12 years. The loss of independent status occurs on the twelfth anniversary of the director's appointment. | | | | | |
| Criterion 7: Status of the non- executive corporate officer | A non-executive corporate officer may not be considered independent if he or she receives variable compensation in cash or securities or any compensation related to the performance of the Company or the group. | | | | | |
| Criterion 8: Significant shareholder status | Directors representing significant shareholders of the Company or its parent company may be considered independent if such shareholders do not take part in the control of the Company. However, beyond a threshold of 10% of the capital or voting rights, the Board, based on a report of the Compensation and Nominating Committee, systematically questions the classification as independent, taking into account the composition of the capital of the Company and the existence of a potential conflict of interest. | | | | | |
| | | | | | | |

The following table presents the situation of each member of the Supervisory Board during the 2024 fiscal year with regard to the independence criteria of the AFEP-MEDEF Code (with the exception of the members of the Supervisory Board representing employees, who are not counted in determining the proportion of independent members):

| Criteria* | Gérard Degonse | Jean-Pierre Decaux | Michel Bleitrach | Alexia Decaux-Lefort | Bénédicte Hautefort | Jean- Sébastien Decaux | Jean- François Ducrest | Marie- Laure Sauty de Chalon | Leila Turner |
|---|-------------------|-----------------------|---------------------|-------------------------|------------------------|------------------------------|------------------------------|------------------------------------|-----------------|
| Criterion 1: Employee, corporate officer during the previous 5 years | \checkmark | \checkmark | \checkmark | \checkmark | \checkmark | Х | \checkmark | \checkmark | \checkmark |
| riterion 2: Cross directorships | \checkmark | \checkmark | \checkmark | \checkmark | \checkmark | \checkmark | \checkmark | \checkmark | \checkmark |
| Criterion 3: Significant business relationships | \checkmark | \checkmark | \checkmark | \checkmark | \checkmark | \checkmark | \checkmark | \checkmark | \checkmark |
| Criterion 4: Family ties | \checkmark | Х | \checkmark | Х | \checkmark | Х | \checkmark | \checkmark | \checkmark |
| Criterion 5: Statutory Auditor | \checkmark | \checkmark | \checkmark | \checkmark | \checkmark | \checkmark | \checkmark | \checkmark | \checkmark |
| Criterion 6: Term of office exceeding 12 ears | \checkmark | Х | \checkmark | \checkmark | \checkmark | \checkmark | \checkmark | \checkmark | \checkmark |
| Criterion 7: Status of the non-executive corporate officer | \checkmark | \checkmark | \checkmark | \checkmark | \checkmark | \checkmark | \checkmark | \checkmark | \checkmark |
| Criterion 8: Significant shareholder tatus | \checkmark | \checkmark | \checkmark | \checkmark | \checkmark | Х | \checkmark | \checkmark | \checkmark |

[*] In this table, \checkmark represents a met independence criterion and X represents an unmet independence criterion.

The Compensation and Nominating Committee annually verifies that each member of the Supervisory Board meets the independence criteria. The criteria are then reviewed by the Supervisory Board.

In accordance with Article 10.5.3 of the AFEP-MEDEF Code, as part of the assessment of the materiality or otherwise of the business relationships that may exist between the members of the Supervisory Board and the Group, the Supervisory Board of 4 March 2025, on the recommendation of the Compensation and Nominating Committee, adopted the following criteria:

Quantitative criteria:

- the amounts (in absolute value) paid or received during the year to/from companies in which the members of the Supervisory Board are officers/employees
- the share of the contract in the revenue of the company in which the member of the Supervisory Board concerned is an officer/ employee
- the share of the contract in question in JCDecaux's revenue or charges/expenses

Qualitative criteria:

 analysis of the nature of the existing relationships with these companies (size or intensity of the relationship, possible economic dependence, length of relationship or impact of any contract renewals or non-renewals)

In 2024, the Supervisory Board noted that, out of a total of nine members (excluding the members of the Supervisory Board representing employees, who are not factored into the calculation of the proportion of independent members on the Board, in compliance with Article 10.3 of the AFEP-MEDEF Code), five members, *i.e.* more than half of the Board, were independent and had no business relationship with the Company.

The members who have been qualified as independent are Mr Michel Bleitrach, Ms Bénédicte Hautefort, Mr Jean-François Ducrest, Ms Marie-Laure Sauty de Chalon and Ms Leila Turner.

Regarding Mr Gérard Degonse, although his term of office as Acting Managing Director of JCDecaux Holding expired on 30 June 2017, the Supervisory Board, on the recommendation of the Compensation Committee, decided to continue to consider him as non-independent and therefore reinforce the criteria of the AFEP-MEDEF Code, considering that "the former employees or managers of the company cannot be considered as independent even if the termination of their duties dates back more than five years".

Training of the members of the Supervisory Board

When appointed, each member of the Supervisory Board receives a presentation of the Company, the Group, its business lines and activities.

Likewise, during their terms of office, members of the Supervisory Board regularly receive various presentations, at Board meetings, of the Company's business, changes in IFRS and changes in laws and regulations applying to the Company, as well as presentations relating to current major issues (digital, programmatic sale, climate strategy, compliance, etc.).

In view of current climate challenges, and the Group's strong commitment through its CSR strategy, during the 2024 fiscal year, the members of the Supervisory Board attended CSR training provided by an external organisation (law firm). Two major themes were discussed: the obligations weighing on companies and their managers in terms of CSR, and the responsibility of managers and its evolution in light of new CSR standards as well as emerging disputes.

In addition, the members of the Supervisory Board representing employees receive training in accordance with Article 225-30-2 of the French Commercial Code. The training programme approved by the Supervisory Board includes one or more training sessions carried out by an external organisation on general topics (being an employee director, the fundamentals of finance, the Board and CSR, governance and compliance, etc.) or more specifically addressed by the Supervisory Board, as well as one or more training sessions carried out internally by Directors or department managers (Group Legal Director, Finance Communication Manager, Director of Financial Services, Director of Sustainable Development). This programme provides an overview of the role of a member of the Supervisory Board while taking into consideration the specificities of the Company.

Diversity policy applied to members of the Supervisory Board

The diversity policy of the Supervisory Board of JCDecaux SE, reviewed by the Supervisory Board at its meeting of 6 March 2024, includes the following objectives:

- Balanced overall composition
- Marked independence of its members
- Diversity of experiences and areas of expertise
- Balanced representation of men and women.

The Compensation and Nominating Committee proposes that the Supervisory Board meeting of 4 March 2025 take note of the results obtained by applying this policy over the past fiscal year, and proposes changes to its composition in 2025.



Balanced overall composition

> In terms of size

In accordance with Article L. 225-69 of the French Commercial Code, the Supervisory Board is made up of a minimum of three members and a maximum of eighteen members. At 31 December 2024, the Board was composed of eleven members, including two Board members representing employees.

This is perfectly satisfactory: there are not too many members, thereby facilitating exchanges between them, but enough to allow a range of experiences and enriching discussions.

> In terms of age

In accordance with the law, the Company may set an age limit for members of the Supervisory Board in its articles of association.

As such, Article 16.1 of the Company's articles of association provides that the number of members of the Supervisory Board over the age of 75 may not exceed one-third of members.

The average age of the Supervisory Board is 59.

Three out of eleven members of the Supervisory Board, namely Mr Jean-Pierre Decaux, Mr Michel Bleitrach and Mr Gérard Degonse were 75 years old respectively in 2019, 2020 and 2022.

In accordance with the articles of association, the General Meeting of Shareholders renews the terms of office of the members of the Board who have reached the age of 75 annually. Each year it may decide whether or not to re-appoint those Board members.

The composition of the Supervisory Board with regard to the age of the members is fully satisfactory because it guarantees a contribution of diversified experience.

The number of Supervisory Board members over the age of 75 represents less than one-third of the members (27%) in office at 31 December 2024.

> In terms of the duration of terms of office

The articles of association provide that the members of the Supervisory Board are appointed for a maximum of four years. In practice, members of the Supervisory Board are appointed for terms of three years, with the exception of those aged over 75 (see above).

The members of the Supervisory Board representing employees are appointed, according to the articles of association, for a maximum of four years by the Social and Economic Committee or by the European Company Committee. In practice, members of the Supervisory Board representing employees have been appointed for a term of three years. Thus, Ms. Elisabeth Louis and Mr. Patrice Cat were appointed by the Social and Economic Committee for a term of three years. Patrice Cat's mandate was renewed by the European Company Committee for a period of three years.

To ensure better governance, it has been decided to limit the duration of terms of office to three years and to stagger terms of office so as to promote a harmonious renewal of the members of the Supervisory Board and to avoid full renewal at one time. This last provision gives the Board more flexibility to adapt its composition to the needs of the Company and to changes in its markets.

This practice is considered satisfactory by all members of the Supervisory Board.

Marked independence of Board members

It should be noted that JCDecaux SE is majority owned by JCDecaux Holding, a family company controlled by Messrs. Jean-François Decaux, Jean-Charles Decaux and Jean-Sébastien Decaux.

At 31 December 2024, five out of nine members of the Supervisory Board (excluding members representing employees) were independent, *i.e.* more than half of the members of the Board (55.5%).

The members of the Supervisory Board are satisfied with this balance between independent and non-independent members, which goes beyond the recommendations of the AFEP-MEDEF Code (Article 10.3: "In controlled companies, the proportion of independent directors must be at least one third") as well as with the way in which the independent members carry out their duties.

This very marked independence of the Supervisory Board gives it the ability to adjust the number of independent members if necessary.

Diversity of experiences and areas of expertise

The diversity of expertise of Supervisory Board members, their ability to grasp the Group's challenges and the interests of stakeholders, particularly shareholders and employees, their integrity and their personal commitment are a guarantee of the quality of the Supervisory Board's discussions.

Some members of the Supervisory Board have knowledge of the Group from the inside, for having held various salaried or managerial positions, and are accordingly familiar with its activities. Other members have a good knowledge of the public sector and/or public contracts, financial markets and the media and digital sector which are essential to the Company's activities.

The profiles present on the Board are considered sufficiently diversified (excluding members of the Board representing employees). Their skills cover the following areas:



Balanced representation of men and women

As of 31 December 2024, the Supervisory Board had four women out of a total of nine members (not including the Supervisory Board members representing employees, who are not counted when calculating the proportion of women within the Board, in accordance with Article L. 225-79 of the French Commercial Code), *i.e.* a proportion of 44.44%, in accordance with Article L. 22-10-21 of the French Commercial Code.

It should also be noted that, in accordance with the provisions of Article L. 225-27-1 of the French Commercial Code, the Social and Economic Committee has appointed a woman and the European Company Committee has appointed a man as members of the Supervisory Board representing employees.

The Supervisory Board is fully satisfied with the gender balance on the Board, but would not hesitate to consider the appointment of more women if the conditions were met.

Methods of implementation to achieve/maintain objectives

To ensure that these objectives are achieved and remain so, the Compensation and Nominating Committee and the Supervisory Board each year review the size and composition of the Board in order to adapt its composition to the Company's changing needs. The Committee and the Board also examine the satisfaction by each member of the Supervisory Board of the independence criteria as well as the representation of women within it.

In addition, the Supervisory Board, in its proposals for appointments or renewals made to the General Meeting of Shareholders, ensures the diversity of its members, in terms of qualifications, age, gender, nationality, seniority on the Board and professional experience.

The Supervisory Board remains attentive to the examination of any areas of improvement that may prove to be in the Company's interest or promote its development.

Results achieved during the past year

The Supervisory Board considers that its composition was satisfactory to enable it to carry out its mission during the 2024 fiscal year. However, for the 2025 fiscal year, Mr Michel Bleitrach did not wish to seek the renewal of his term of office and the Supervisory Board will recommend to the General Meeting of Shareholders of 14 May 2025 the appointment of Mr Guillaume Pepy as member of the Supervisory Board, replacing Mr Michel Bleitrach, for a three-year term. This appointment will have no impact on the composition of the Supervisory Board in terms of size[11 members], independence[55%] and number of women [44,4%].

3.3.2. TERMS OF OFFICE OF MEMBERS OF THE SUPERVISORY BOARD

GÉRARD DEGONSE Chairman of the Supervisory Board



77 YEARS OLD - FRENCH CITIZEN

BUSINESS ADDRESS: 17 rue Soyer, 92200 Neuilly-sur-Seine (France)

DATE OF FIRST APPOINTMENT: 15 May 2013

DATE OF MOST RECENT RE-APPOINTMENT: 7 May 2024

EXPIRY OF THE TERM OF OFFICE: 2025 General Meeting of Shareholders called to approve the financial statements for the fiscal year ended 31 December 2024.

NUMBER OF SHARES: 17,056 shares

Chairman of the Supervisory Board since 15 May He was Acting Managing Director of JCDecaux Holding until 2013, the Supervisory Board, at its meeting of 30 June 2017. Before that, he was Chief Financial and 7 May 2024, renewed his appointment for the Administrative Officer of JCDecaux, where he also served on duration of his membership of the Board (*i.e.* until the Executive Board from 2000 to 2010. Before joining the the Supervisory Board meeting following the 2025 JCDecaux Group, Mr Gérard Degonse was Director of General Meeting of Shareholders called to approve Financing and Treasury at the Elf Aquitaine Group. He was the financial statements for the fiscal year ended previously Vice President Treasurer and Company Secretary of Euro Disney.

Mr Gérard Degonse is a graduate of the Institut d'Études Politiques de Paris.

COMPANIES

None

Offices or positions held in 2024 in group companies

Offices or positions held in 2024 in non-group companies

• Manager (1st appointment: 22 March 2018)

Offices that expired in the last five years in non-group companies

Octo Technology (France)

SCI CARO DES PINS (France)

- Decaux Frères Investissements (SAS) (France)
- Member of the Supervisory Board (until 27 September 2019)

Mr Gérard Degonse has also been a member of the

Compensation and Nominating Committee since 15 May

POSITIONS AND TERMS OF OFFICE HELD

• Director (until 15 December 2022)

ATTENDANCE RATE AT SUPERVISORY BOARD MEETINGS: 100% ATTENDANCE RATE AT COMPENSATION AND NOMINATING COMMITTEE MEETINGS: 100%

2013

JEAN-PIERRE DECAUX Vice-Chairman of the Supervisory Board



80 YEARS OLD - FRENCH CITIZEN

BUSINESS ADDRESS: 17 rue Soyer, 92200 Neuilly-sur-Seine (France)

DATE OF FIRST APPOINTMENT: 9 October 2000

DATE OF MOST RECENT RE-APPOINTMENT: 7 May 2024

EXPIRY OF THE TERM OF OFFICE: 2025 General Meeting of Shareholders called to approve the financial

statements for the fiscal year ended 31 December 2024.

NUMBER OF SHARES: 1,574 shares

Vice-Chairman of the Supervisory Board since 9 October 2000; the Supervisory Board, at its meeting of 7 May 2024, renewed his appointment for the duration of his membership on the Board (*i.e.* until the Supervisory Board meeting following the 2025 General Meeting of Shareholders called to approve the financial statements for the fiscal year ended 31 December 2024). Throughout his career within the Group, which he joined from its inception in 1964, Mr Jean-Pierre Decaux has held numerous offices. He was notably Chairman and Chief Executive Officer of SOPACT (Société de Publicité des Abribus® et des Cabines Téléphoniques) from 1975 to 1988, Chairman and Chief Executive Officer of RPMU (Régie Publicitaire de Mobilier Urbain) from 1980 to 2001, Chief Executive Officer of Decaux SA (now JCDecaux SA) from 1989 to 2000 and Chairman and Chief Executive Officer of SEMUP (Société d'Exploitation du Mobilier Urbain Publicitaire) from 1995 to 2001.

COMPANIES

Offices or positions held in 2024 in group companies

None

Offices or positions held in 2024 in non-group companies

- SCI Bagavi SCI Criluca SCI JPJM

POSITIONS AND TERMS OF OFFICE HELD

- Manager (1st appointment: nd)
- Manager (1st appointment: nd)
- Manager (1st appointment: 15 January 2016)

Offices that expired in the last five years in non-group companies

ATTENDANCE RATE AT SUPERVISORY BOARD MEETINGS: 100%

MICHEL BLEITRACH Member (independent) of the Supervisory Board 🕮 * 🔂 *



79 YEARS OLD - FRENCH CITIZEN

BUSINESS ADDRESS: 17 rue Soyer, 92200 Neuilly-sur-Seine (France)

DATE OF FIRST APPOINTMENT: 15 May 2013

DATE OF MOST RECENT RE-APPOINTMENT: 7 May 2024

EXPIRY OF THE TERM OF OFFICE: 2025 General Meeting of Shareholders called to approve the financial statements for the fiscal year ended 31 December 2024.

NUMBER OF SHARES: 1,000 shares

A graduate of the École Polytechnique (X65) and the École Nationale des Ponts et Chaussées, Mr Michel Bleitrach also holds a degree in Economics and а Master of Business Administration (Berkeley).

Mr Michel Bleitrach was a Director and Chairman of the Compensation and Nominating Committee of SPIE SA until 14 May 2021. He is the Honorary Chairman of the Union des Transports Publics et Ferroviaires and Chairman of the Supervisory Board of INDIGO.

COMPANIES

Offices or positions held in 2024 in group companies

None

Offices or positions held in 2024 in non-group companies

Offices that expired in the last five years in non-group companies

SPIE SA (France) (listed company) SOCOTEC (France)

• Director (until 14 May 2021)

• Director (until 31 December 2019)

INDIGO (France)

ATTENDANCE RATE AT SUPERVISORY BOARD MEETINGS: 100%

ATTENDANCE RATE AT COMPENSATION AND NOMINATING COMMITTEE MEETINGS: 100%

ATTENDANCE RATE AT ETHICS AND CSR COMMITTEE MEETINGS: 100%

PATRICE CAT Member of the Supervisory Board representing employees (since 30 September 2021)



56 YEARS OLD - FRENCH CITIZEN

BUSINESS ADDRESS: 17 rue Soyer, 922 (France)

Billboard Technical Officer (ATA) and, from 2004, was a Mobile ATA. Since June 2009, he has held the position of project manager within the Department of Declarations of Intent for the Beginning of Works (DICT), which is in contact with the technical services of the City of Paris.

Mr Patrice Cat joined the Group in 1994 as a

Mr Patrice Cat was appointed to the Supervisory Board as a member representing employees by the Economic and Social Committee on 30 September 2021 for a period of three years. The European Company Committee meeting of 22 July 2024 renewed the term of office of Patrice Cat as a member of the Supervisory Board representing employees for a period of three years.

• Chairman of the Supervisory Board (until 9 January 2024)

In accordance with the law, Mr Patrice Cat has relinquished his offices as employee representative within the JCDecaux UES.

He has also been a member of the Compensation and Nominating Committee since 7 December 2023.

| 17 rue Soyer, 92200 Neuilly-sur-Seine (France) | COMPANIES POSITIONS AND TERMS OF OFFICE HELD | | | | | | |
|---|--|-------------------------------------|--|--|--|--|--|
| (Fidlice) | Offices or positions held in 2024 in group companies | 5 | | | | | |
| DATE OF FIRST APPOINTMENT BY THE SOCIAL AND ECONOMIC | None | | | | | | |
| COMMITTEE: 30 September 2021 | Offices or positions held in 2024 in non-group companies | | | | | | |
| DATE OF MOST RECENT RE- | None | | | | | | |
| APPOINTMENT: 22 July 2024 | Offices that expired in the last five years in non-group companies | | | | | | |
| NUMBER OF SHARES: | None | | | | | | |
| Holds no shares | ATTENDANCE RATE AT SUPERVISORY BOARD MEETINGS: 100% | | | | | | |
| | ATTENDANCE RATE AT COMPENSATION AND | NOMINATING COMMITTEE MEETINGS: 100% | | | | | |
| | | | | | | | |

Mr Michel Bleitrach was previously Executive Chairman of SAUR. Previously, he served as Chairman of the Executive Board of KEOLIS.

Mr Michel Bleitrach has also been Chairman of the Ethics and CSR Committee since 5 December 2018 and Chairman of the Compensation and Nominating Committee since 20 May 2021.

POSITIONS AND TERMS OF OFFICE HELD

ALEXIA DECAUX-LEFORT Member of the Supervisory Board



39 YEARS OLD - FRENCH CITIZEN

BUSINESS ADDRESS: 17 rue Soyer, 92200 Neuilly-sur-Seine (France)

DATE OF FIRST APPOINTMENT: 15 May 2013

DATE OF MOST RECENT RE-APPOINTMENT: 11 May 2022

EXPIRY OF THE TERM OF OFFICE:

2025 General Meeting of Shareholders called to approve the financial statements for the fiscal year ended 31 December 2024.

NUMBER OF SHARES: 1,000 shares

Alexia Decaux-Lefort is a graduate of Warwick University (United Kingdom).

Ms Alexia Decaux-Lefort has held various positions at Piaget, within the Richemont International Group, where she began her career in 2008. Since August 2022, she has held the position of Marketing Head of High Jewellery & Exceptional Creations at Piaget.

POSITIONS AND TERMS OF OFFICE HELD

COMPANIES

Offices or positions held in 2024 in group companies

None

Offices or positions held in 2024 in non-group companies

None

Offices that expired in the last five years in non-group companies

None

ATTENDANCE RATE AT SUPERVISORY BOARD MEETINGS: 100%

JEAN-SEBASTIEN DECAUX Member of the Supervisory Board 👁



48 YEARS OLD - FRENCH CITIZEN

BUSINESS ADDRESS: 17 rue Soyer, 92200 Neuilly-sur-Seine (France)

DATE OF FIRST APPOINTMENT: 14 May 2020

DATE OF MOST RECENT RE-APPOINTMENT: 16 May 2023

EXPIRY OF THE TERM OF OFFICE: 2026 General Meeting of Shareholders called to approve the financial statements for the fiscal year ended 31 December 2025.

NUMBER OF SHARES: 3,752 shares (of which 1,752 held in bare ownership) plus 466,950 shares through Holding des Dhuits Mr Jean-Sébastien Decaux joined JCDecaux in the United Kingdom in 1998.

In 2001, following the agreement between IGP (du Chêne de Vère family), Rizzoli Corriere della Sera and JCDecaux, he was appointed as Managing Director Street Furniture and as Sales and Marketing Director of the Italian company IGPDecaux.

In 2004, he also took over at the helm of the Belgian and Luxembourg subsidiaries. In 2010, Mr Jean-Sébastien Decaux was appointed as Managing Director Southern Europe, a post created to consolidate the operations of Spain, Portugal and Italy within the same regional entity.

COMPANIES

Offices or positions held in 2024 in group companies IGPDecaux Spa (Italy)

Offices or positions held in 2024 in non-group companies

JCDecaux Holding (SAS) (France)

Decaux Frères Investissements (SAS) (France)

Holding des Dhuits (Luxembourg)

Apolline Immobilier (SAS) (France) Terre & Fils Investissement SAS (France) Galatée Films (SAS) (France) Médiavision et Jean Mineur (France) From 1 March 2013 to 31 December 2019, Mr Jean-Sébastien Decaux was Managing Director Southern Europe, Belgium and Luxembourg, Managing Director Africa and Israel and member of the Executive Board of JCDecaux SA.

Mr Jean-Sébastien Decaux has set up the Terre & Fils endowment fund, which aims to promote the wealth of the regions and support historical know-how. This endowment fund conducts research and supports associations that maintain local know-how.

In 2024, Terre & Fils Investissement invested in and took over the presidency of Terre Sauvage Média.

Mr Jean-Sébastien Decaux has been a member of the Audit Committee since 16 May 2023.

POSITIONS AND TERMS OF OFFICE HELD

- Chairman of the Board of Directors (1st appointment: 30 June 2015)
- Managing Director (until 4 April 2024)
 - Chairman (since 4 April 2024)
 - Director (1st appointment: 22 June 2009)
- Managing Director (1st appointment: 24 October 2007)
- Director (1st appointment: 24 October 2007)
- Manager (1st appointment: 21 December 2023)
- Director (until 21 December 2023)
- Managing Director (1st appointment: 27 November 2015)
- Chairman (1st appointment: 3 July 2019)
- Chairman of the Strategic Committee (since 28 October 2022)
- Director (1st appointment: 15 June 2023)

Offices that expired in the last five years in non-group companies

JCDecaux Holding (SAS) (France)

Chairman (until 31 March 2022)Managing Director (until 1 April 2021)

ATTENDANCE RATE AT SUPERVISORY BOARD MEETINGS: 100% ATTENDANCE AT AUDIT COMMITTEE MEETINGS: 100%

JEAN-FRANCOIS DUCREST Member (independent) of the Supervisory Board 💁 * 🎰 💦



59 YEARS OLD - FRENCH CITIZEN

BUSINESS ADDRESS: 17 rue Soyer, 92200 Neuilly-sur-Seine (France)

DATE OF FIRST APPOINTMENT: 14 May 2020

DATE OF MOST RECENT RE-APPOINTMENT: 7 May 2024

EXPIRY OF THE TERM OF OFFICE: 2027 General Meeting of Shareholders called to approve the financial statements for the fiscal year ended 31 December 2026.

NUMBER OF SHARES: 45,000 shares

A graduate of the Institut d'Études Politiques de Paris, Mr Jean-François Ducrest has lived in the United States for many years.

A successful fund manager and entrepreneur with many international connections, he has also shown a keen interest in philanthropic actions. Co-founder of an asset management company located in Boston, he has more than 30 years of experience in the financial sector.

He began his career in the brokerage field in 1988 as an analyst at Cheuvreux, a European broker based in Paris. He covered multiple business sectors, including industrial, consumer products and services.

COMPANIES

Offices or positions held in 2024 in group companies

None

Offices or positions held in 2024 in non-group companies

Lytica Therapeutics (USA)

Director (since 13 June 2022)

Offices that expired in the last five years in non-group companies

ATTENDANCE RATE AT SUPERVISORY BOARD MEETINGS: 100%

ATTENDANCE RATE AT AUDIT COMMITTEE MEETINGS: 100% ATTENDANCE RATE AT ETHICS AND CSR COMMITTEE MEETINGS: 100% ATTENDANCE RATE AT COMPENSATION AND NOMINATING COMMITTEE MEETINGS: 100%

BÉNÉDICTE HAUTEFORT Member (independent) of the Supervisory Board



55 YEARS OLD - FRENCH CITIZEN

BUSINESS ADDRESS: 17 rue Soyer, 92200 Neuilly-sur-Seine (France)

DATE OF FIRST APPOINTMENT: 11 May 2017

DATE OF MOST RECENT RE-APPOINTMENT: 16 May 2023

EXPIRY OF THE TERM OF OFFICE: 2026 General Meeting of

Shareholders called to approve the financial statements for the fiscal year ended 31 December 2025.

NUMBER OF SHARES: 1,000 shares

Bénédicte Hautefort is a fintech entrepreneur and governance expert in Paris. She is the CEO and cofounder of Scalens, the first fintech dedicated to listed companies, with customers including companies, investors and regulatory authorities in 14 European countries and in the United Kingdom and the United States.

She has extensive experience in governance issues. A graduate of HEC and EHESS, she worked in auditing (Arthur Andersen), corporate finance and strategic management (Péchiney), before creating the first financial communication agency, InvestorSight, in 2003, and joining Havas Paris in 2011.

COMPANIES

Offices or positions held in 2024 in group companies

None

Offices or positions held in 2024 in non-group companies

Groupe Flo (listed company)

SCALENS

- Director (until March 2023)
- Chairwoman (since 1 March 2022)

Offices that expired in the last five years in non-group companies

None

ATTENDANCE RATE AT SUPERVISORY BOARD MEETINGS: 100% **ATTENDANCE RATE AT AUDIT COMMITTEE MEETINGS: 100%** ATTENDANCE RATE AT ETHICS AND CSR COMMITTEE MEETINGS: 100%

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She was also a Director of Groupe Flo and a Chairwoman of its Audit Committee from 2013 until its IPO in 2022.

became Scalens in 2022 by merging with Praexo.

Bénédicte Hautefort has also been a member of the Audit Committee since 11 May 2017 and a member of the Ethics and CSR Committee since 16 May 2003.

Bénédicte Hautefort created Hebdo des AG in 2018, which

POSITIONS OR TERMS OF OFFICE HELD

From 1995 until 2001, he held the position of Director in the institutional sales activity of Cheuvreux in the United States, serving institutional clients investing in Europe.

In 2002, Mr Jean-François Ducrest joined the Northern Cross Group as an analyst, and in 2003 became co-founder and portfolio manager of Northern Cross, LCC (Boston).

He currently runs a Family Office which he created in January 2019 and he joined the Board of Directors of Lytica Therapeutics in 2022.

Mr Jean-François Ducrest has also been Chairman of the Audit Committee. He has been a member of the Ethics and CSR Committee since 14 May 2020 and a member of the Compensation and Nominating Committee since 20 May 2021

POSITIONS AND TERMS OF OFFICE HELD

ELISABETH LOUIS Member of the Supervisory Board representing employees since 26 September 2023



Elisabeth Louis holds a Master's degree in Human Resources (ESSEC Executive Management).

She joined the JCDecaux Group on 4 April 2001 as Executive Assistant to the France Finance Department and then to the Finance Management Control Department. She is currently Assistant to the Group Financial Control Department, the Group Legal Department and JCDecaux Link.

Elisabeth Louis has held several positions as Employee Representative during her career: Employee Representative (former body), Secretary of the Occupational Safety and Health Committee (CHSCT) (former body), and Local Trade Union Representative as well as Union Representative on the SEC.

COMPANIES

POSITIONS AND TERMS OF OFFICE HELD

58 YEARS OLD - FRENCH CITIZEN

BUSINESS ADDRESS: 17 rue Soyer, 92200 Neuilly-sur-Seine (France)

DATE OF FIRST APPOINTMENT BY THE SOCIAL AND ECONOMIC COMMITTEE: 26 September 2023

EXPIRY OF THE TERM OF OFFICE: 26 September 2026

NUMBER OF SHARES: Holds no shares

Offices or positions held in 2024 in group companies

None

Offices or positions held in 2024 in non-group companies

None

Offices that expired in the last five years in non-group companies

None

ATTENDANCE RATE AT SUPERVISORY BOARD MEETINGS: 100%

MARIE-LAURE SAUTY DE CHALON Member (independent) of the Supervisory Board



62 YEARS OLD - FRENCH CITIZEN

BUSINESS ADDRESS: 17 rue Soyer, 92200 Neuilly-sur-Seine

(France)

DATE OF FIRST APPOINTMENT: 11 May 2017

DATE OF MOST RECENT RE-APPOINTMENT: 16 May 2023

EXPIRY OF THE TERM OF OFFICE: 2026 General Meeting of Shareholders called to approve the financial statements for the fiscal year ended 31 December 2025.

NUMBER OF SHARES: 1,000 shares

Ms Marie-Laure Sauty de Chalon holds a Master of Law and is a graduate of the Institut d'Études Politiques de Paris.

After working in various advertising sales divisions in the press and television sectors, Ms Marie-Laure Sauty de Chalon became head of Carat Interactive in 1997.

In 2001, she became Chairwoman and Chief Executive Officer of Consodata North America.

She became head of the Aegis Media Group for France and Southern Europe in 2004. From June 2010 to May 2018, she was Chairwoman and Chief Executive Officer of the Aufeminin Group.

COMPANIES

Offices or positions held in 2024 in group companies

None

Offices or positions held in 2024 in non-group companies

LVMH (France) (listed company) Carrefour (France) (listed company)

FACTOR K (France)

• Director (1st appointment: 1 May 2011)

culturelles (IFCIC) since January 2022.

- Director (1st appointment: 1 July 2017)
- Chairwoman (1st appointment: 18 July 2018)
- Offices that expired in the last five years in non-group companies

Coorpacademy (France)

• Director (until March 2022)

ATTENDANCE RATE AT SUPERVISORY BOARD MEETINGS: 100%

Ms Marie-Laure Sauty de Chalon has been Chairwoman of Factor K (in which the NRJ Group holds a minority stake) since July 2018 and Chairwoman of the Board of Directors of the Institut pour le financement du cinéma et des Industries

She founded Factor K in July 2018 and teaches at Institut d'Études Politiques (Sciences Po Paris).

Ms Marie-Laure Sauty de Chalon was also a member of the

French Competition Authority between 2014 and 2021

POSITIONS AND TERMS OF OFFICE HELD

LEILA TURNER Member (independent) of the Supervisory Board



42 YEARS OLD - FRENCH CITIZEN

BUSINESS ADDRESS: 17 rue Soyer, 92200 Neuilly-sur-Seine (France)

DATE OF FIRST APPOINTMENT: 11 May 2017

DATE OF MOST RECENT RE-APPOINTMENT: 16 May 2023

EXPIRY OF THE TERM OF OFFICE: 2026 General Meeting of Shareholders called to approve the

Shareholders called to approve the financial statements for the fiscal year ended 31 December 2025.

NUMBER OF SHARES: 1,000 shares

Ms Leila Turner is a graduate of the Institut d'Études Politiques de Paris and holds a Masters in International Affairs from Columbia University in New York. After a few years in San Francisco dedicated to bringing together large groups and start-ups, Ms Leila Turner joined FABERNOVEL in Paris in 2011 to take part in the launch of an activity dedicated to the development of innovation culture and practices among business leaders.

In 2015, she became CEO of FABERNOVEL INNOVATE, the innovation agency of the FABERNOVEL Group, of which she became a Partner.

Ms Leila Turner joined CHANEL and moved to New York in the summer of 2018 to help launch the Innovation Department in which she oversees the testing of new brand experiences or services. Since September 2022, she has held the role of Director of Innovation for the Customer Experience of Chanel Mode and is once again based in Paris.

POSITIONS AND TERMS OF OFFICE HELD

Offices or positions held in 2024 in group companies

None

COMPANY

Offices or positions held in 2024 in non-group companies

None

Offices that expired in the last five years in non-group companies

None

ATTENDANCE RATE AT SUPERVISORY BOARD MEETINGS: 100%

3.3.3. MISSION, OPERATION AND WORK

SUPERVISORY BOARD

MISSIONS

• The Supervisory Board's role is the continuous supervision of the Company's strategy and management by the Executive Board.

CSR MISSIONS

- Monitors the CSR strategy (including the climate strategy) and achievements
- Review of sustainability information (DPEF and sustainability report)
- Review of risks and opportunities (financial, legal, operational, CSR) and the measures taken as a result)
- Verifies the implementation of a policy for the prevention and detection of corruption and influence peddling
- Verifies the implementation of a non-discrimination and diversity policy (particularly within the governing bodies)

OPERATION

- The Supervisory Board meets as often as it is in the interests of the Company and at least four times a year.
- A preparatory file is drawn up for each Board meeting, covering the main points on the agenda. This file is made available on a dedicated, secure digital platform several days prior to the meeting. During the meeting, a detailed presentation of the items on the agenda is made by the Chairman of the Executive Board, the Chief Executive Officer and the member of the Executive Board in charge of finance. The Statutory Auditors are also heard during meetings held to review the financial statements.
- Presentations are followed by questions and discussions before the resolutions are voted on, where applicable.
- The minutes of the Supervisory Board meetings are provided in a written report and submitted for the approval of its members at the following meeting.
- In accordance with Article 19.3 of the AFEP-MEDEF Code, during the presentation of the report on the work of the Compensation and Nominating Committee, the Board deliberated on the elements of compensation of the members of the Executive Board without the presence of those members.

Meeting without the presence of the executive corporate officers:

In accordance with the Rules of Procedure of the Supervisory Board and Article 12.3 of the AFEP-MEDEF Code, the members of the Supervisory Board may from time to time meet without the members of the Executive Board. In December 2024, a meeting of the Supervisory Board was held without the presence of the members of the Executive Board. During this meeting, the following topics were discussed:

- Functioning of the Supervisory Board: effectiveness of meetings, relevance of interventions, quality of discussions
- Identification of the subjects that the Supervisory Board wishes to address in 2025.

Dedicated and secure digital platform

Members of the Supervisory Board and committees have access to a digital governance platform on which they can find all the documentation related to the next meeting as well as the history of the documentation from previous meetings.

WORK In 2024, the Supervisory Board met four times, in accordance with legal provisions and the articles of association, with an attendance rate of 100%

of its members. At Supervisory Board meetings, members of the Executive Board reported on the Group's activities, results and its financial position, draft calls for tenders and significant external growth transactions and, more generally, on the implementation of the Group's strategy and any changes and on the main challenges facing the Group, including in the area of social and

The following topics were also addressed:

Recurring topics

environmental responsibility.

NUMBER

OF MEETINGS

4

- Review of corporate documents, preparation of the General Meeting of Shareholders (review of the Executive Board's management report including the extra-financial information in the sustainability report, review of the agenda, draft resolutions, distribution of results, etc.)
- Setting of the annual amounts of authorisations granted to the Executive Board as well as specific authorisations outside the budgets (guarantees of the operational commitments of the Group's subsidiaries and guarantees relating to the Group's external growth operations)
- The re-examination of related-party agreements entered into and authorised previously, the execution of which continued during the last fiscal year
- Assessment of the Board's operations
- Training of the Supervisory Board members representing employees
- The presentation of the Group's risk mapping including social and environmental risks
- Presentation on the strategy and achievements in terms of CSR including the climate strategy
- The appointment of the Chairman of the Executive Board and the Chief Executive Officer
- · Appointments and reappointments to committees
- The oral reports of the meetings of the Audit Committee, the Compensation and Nominating Committee and the Ethics and CSR Committee

One-off topics

- Presentation of the North America region
- Presentation on the Adtech JCDecaux ecosystem
- Post-mortem presentations on acquisitions in France

ATTENDANCE RATE

RATE **100%**

Rules of Procedure of the Supervisory Board

The Supervisory Board adopted Rules of Procedure that specify its powers, remit and duties, as well as those of its Committees, and that lay out the principles underlying its operating rules.

More specifically, the Rules of Procedure require the Supervisory Board to approve any major transactions outside the Company's stated strategy. It is also informed of the Company's strategic decisions (*e.g.* the budget or major growth initiatives, *etc.*), financial position, cash position and commitments falling under the Company's stated strategy, in particular those involving acquisitions or disposals, large organic growth investments, or internal restructurings.

The provisions of the Supervisory Board's Rules of Procedure relating to the prevention of conflicts of interest are set out below.

The Rules of Procedure can be consulted on the Company's website (https://www.jcdecaux.com/investors/governance#articles-of-associations-and-rules-of-procedure).

The Rules of Procedure were last amended on 5 December 2024 in order to bring them into line with the attractiveness law of 13 June 2024 and the increase in the number of meetings of the Ethics and CSR Committee.

Assessment of the Supervisory Board

In accordance with the AFEP-MEDEF Code, each year the Supervisory Board devotes an item of the agenda at one of its meetings to a debate on its composition, structure and operation on the basis of a report summarising the responses of each of its members to an individual assessment questionnaire put together by the Compensation and Nominating Committee.

The Compensation and Nominating Committee meeting of 3 December 2024 approved the questionnaire to assess the operation of the Board and its Committees for the 2024 fiscal year, which was posted on the secure digital platform dedicated to the operation of the Board and its Committees.

- This detailed questionnaire is divided into the following themes:
- The Supervisory Board: assessment of the composition and general operation, missions, meetings without the presence of the members of the Executive Board, training sessions and Board Committees.
- (2) Assessment of the contribution of Supervisory Board members: self-assessment, assessment of the contribution of the Chairman and Board members, assessment of the contribution of the Committee Chairmen.
- (3) The Committees: assessment of their operations and missions.
- (4) Miscellaneous: possible improvements, quality of the assessment, whether there is a need to use an external consultant.

The questionnaire includes open-ended questions enabling members of the Supervisory Board to explain their answers and make suggestions for improvement.

The results were then presented and discussed by the Compensation and Nominating Committee on 3 March 2025 and then by the Supervisory Board on 4 March 2025.

The results of the 2024 assessment have highlighted a very favourable assessment of the functioning of the Board in which freedom of expression is underlined as a strength. The Board works in a spirit of cooperation and collegiality, in compliance with the best practices recommended by the AFEP-MEDEF Code.

They also indicated that they were satisfied with the existing assessment system, and the majority of members did not consider it necessary to involve an external body.

For the future, the Supervisory Board has decided:

• to continue the efforts implemented to simplify agendas and promote time for discussion at Supervisory Board meetings

• to continue to organize thematic sessions on operational, geographical and technological topics, particularly on China and Artificial Intelligence.

• conduct a new survey in 2025 to assess the need to increase the number of executive sessions; in the meantime, additional executive sessions can be organized as needed.

During the 2024 fiscal year, it was decided to implement the suggestions made by the members of the Board during the 2023 assessment. The Supervisory Board has:

• set up CSR training provided by an external body to all members of the Supervisory Board;

• taken measures that will make the Supervisory Board meetings more efficient (shorten their duration while broadening discussions);

 implemented the selection process for a new member of the Supervisory Board

3.3.4. ATTENDANCE RATE OF BOARD MEMBERS

Note that during the 2024 fiscal year:

- all Supervisory Board meetings were held face-to-face;
- out of five Audit Committee meetings, four were exclusively held by videoconference;
- out of four Compensation and Nominating Committee meetings, one was held exclusively by videoconference;
- all Ethics and CSR Committees were held face-to-face.

| Average attendance | ATTENDANCE AT ETHICS AND CSR COMMITTEE | ATTENDANCE AT COMPENSATION AND NOMINATING | ATTENDANCE AT AUDIT COMMITTEE | ATTENDANCE AT SUPERVISORY BOARD | NATURE OF THE PARTICIPATION | |
|--|--|---|-------------------------------------|---------------------------------------|--------------------------------|-----|
| | MEETINGS | COMMITTEE MEETINGS | MEETINGS | MEETINGS | | |
| GÉRARD DEGONSE (CHAIRMAN) | NA | 100% | NA | 100% | 75% | 25% |
| JEAN-PIERRE DECAUX (VICE- CHAIRMAN) | NA | NA | NA | 100% | 75% | 25% |
| MICHEL BLEITRACH | 100% | 100% | 100% | 100% | 75% | 25% |
| PATRICE CAT | NA | 100% | NA | 100% | 100% | 0% |
| JEAN-SEBASTIEN DECAUX | NA | NA | 100% | 100% | 75% | 25% |
| JEAN-FRANÇOIS DUCREST | 100% | 100% | 100% | 100% | 25% | 75% |
| ALEXIA DECAUX-LEFORT | NA | NA | NA | 100% | 50% | 50% |
| BÉNÉDICTE HAUTEFORT | 100% | NA | 100% | 100% | 50% | 50% |
| ELISABETH LOUIS | NA | NA | NA | 100% | 100% | 0% |
| MARIE-LAURE SAUTY DE CHALON | NA | NA | NA | 100% | 50% | 50% |
| LEILA TURNER | NA | NA | NA | 100% | 50% | 50% |

(1) Face-to-face

(2) Videoconference

NA: not applicable.

3.4. COMMITTEES

3.4.1. AUDIT COMMITTEE





Ms Bénédicte Hautefort

member



Mr Jean-Sébastien Decaux NUMBER OF MEETINGS

h

attendance Rate

COMPOSITION

Mr Jean-François Ducrest (Chairman), Ms Bénédicte Hautefort and Mr Jean-Sébastien Decaux have significant financial expertise acquired through their professional experience. Two-thirds of the members of the Committee are independent. The terms of office of members of the Compensation and Nominating Committee coincide with their terms as members of the Supervisory Board.

MISSIONS

The Audit Committee is notably responsible for:

- monitoring the process used to prepare financial information and, where appropriate, making recommendations to guarantee its integrity;
- monitoring the effectiveness of the internal control and risk management systems, including non-financial risks, and, where appropriate, of the Internal Audit department, with regard to the procedures relating to the preparation and processing of accounting and financial information, without prejudice to its independence;
- approving the provision, by the Statutory Auditors or their network, of services other than the certification of the accounts mentioned in Article L. 822-11-2 of the French Commercial Code, in accordance with the provisions of the Charter on the Services that may be entrusted to the Statutory Auditors and their networks;
- monitoring the performance by the Statutory Auditors of their engagement.

CSR MISSIONS

- Monitors the extra-financial reporting process
- Monitors and manages the deployment of the CSR strategy
- Monitors the effectiveness of internal control and extra-financial risk management systems
- Ensures the Company's compliance with regulations
- Monitors the development and control of sustainability information
- Monitors the effectiveness of internal control and sustainability risk management systems
- Makes a recommendation to the Supervisory Board on the sustainability auditor proposed for appointment
- Monitors the performance of the sustainability auditor's certification missions

OPERATION

The Audit Committee meets at least four times a year, and systematically within a reasonable time before the Supervisory Board meetings called to review the annual or half-yearly financial statements. Preparatory meetings on specific topics related to the Committee's work (such as press releases, impairment tests or the review of litigations and risks) are organised prior to these Committees. To conduct its work, the Audit Committee may call on the assistance of external experts and hear the Group Directors of Finance, Accounting, Treasury, and Internal Audit, the General Counsel, as well as the Statutory Auditors. For each meeting, a preparatory file is drawn up several days before the meeting and made available on a dedicated digital platform.

At the meeting, each item on the agenda is presented, as applicable, by the Group Chief Financial, IT and Administrative Officer, the Corporate Finance Director, the Consolidation Director, the Group General Counsel, the Director of Internal Audit and/or the Statutory Auditors and is subsequently discussed. Written minutes are drawn up to record the proceedings of Audit Committee meetings. An oral account of the Audit Committee's work is given by its Chairman to the Supervisory Board after each Committee meeting.

WORK

In 2024, the Audit Committee met five times, with a 100% attendance rate by its members.

The following matters were discussed:

- Review of the separate financial statements and the annual and half-year consolidated financial statements as well as the review of the accounting policies used
- Review of the Group's financial development
- The Statutory Auditors' external audit plan and the review of their additional report
- Review of the independence of the Statutory Auditors
- The choice of sustainability auditor
- Review of litigation and significant legal risks
- The internal audit plan of interventions and actions, risk mapping and internal control
- Review of current contracts and agreements with the controlling shareholder and the internal procedure for qualifying related-party and current agreements
- Approval of the provision of services other than the certification of financial statements
- Update on the Cyber Security policy
- Review of the main extra-financial performance indicators as well as an update on the progress of the application of the CSRD Directive and the sustainability audit

Significant disputes

During the biannual review of the main litigations and risks [notably financial, legal, operational, social and environmental risks] carried out during the fiscal year, no litigation was deemed sufficiently important to have significant effects on the financial position or the profitability of the Company.

3.4.2. COMPENSATION AND NOMINATING COMMITTEE



Michel

Chairm indeper

Mr Jean-Franço Ducrest

Independent member



nçois Mr Gérard Degonse

Mr Patrice

Member of the Supervisory Board representing employees NUMBER OF MEETINGS

4

attendance Rate

COMPOSITION

At 31 December 2024, the Compensation and Nominating Committee had four members: Mr Michel Bleitrach (Chairman and independent member), Mr Jean-François Ducrest (independent member), Mr Gérard Degonse and Mr Patrice Cat (Supervisory Board member representing employees).

In accordance with the AFEP-MEDEF Code, no executive corporate officer sits on the Committee which is composed of two thirds of independent members (excluding Supervisory Board members representing employees).

The terms of office of members of the Compensation and Nominating Committee coincide with their terms as members of the Supervisory Board.

MISSIONS

The Compensation and Nominating Committee examines and proposes to the Supervisory Board the compensation and benefits package for executive corporate officers.

The Committee is also responsible for periodically examining changes in the composition of the Supervisory Board with a view to making proposals to the Executive Board, in particular to comply with the provisions of the AFEP-MEDEF Code.

Each year, the Compensation and Nominating Committee reviews the succession plan for members of the Executive Board that it has drawn up, so that it can propose succession solutions to the Supervisory Board in the event of the departure, death or incapacity of members of the Executive Board.

CSR MISSIONS

- Ensuring in particular that CSR criteria are included in the variable compensation of executives and assessing whether they have been met.
- Reviewing of the Company's policy on professional equality and equal pay
- Reviewing of the diversity policy applied to SB members
- Examining the gap in the representation of women and men within senior executives and members
 of management bodies

OPERATION

The Compensation and Nominating Committee meets at least twice a year.

For each meeting, a preparatory file is drawn up several days before the meeting and made available on a dedicated digital platform.

At the meeting, each item on the agenda is presented and discussed. The Compensation and Nominating Committee may be assisted by specialist external advisors.

With the exception of the Chairman of the Executive Board or the Managing Director and the Chief Financial, IT and Administrative Officer, where applicable, who present to the Compensation and Nominating Committee the achievement by each of the other members of the Executive Board of their qualitative and quantitative targets, as well as any proposals relating to changes in their fixed and variable compensation for the next fiscal year, no other member of the Executive Board attends the Committee meeting pertaining to compensation.

Written minutes are drawn up to record the proceedings of Compensation and Nominating Committee meetings. An oral account of the Compensation and Nominating Committee's work is given by its Chairman to the Supervisory Board after each Committee meeting. In 2024, in accordance with Article 19.3 of the AFEP-MEDEF Code, members of the Supervisory Board discussed the compensation of executive corporate officers who were not present for this discussion.

WORK

In 2024, the Committee met four times, with a 100% attendance rate by its members.

The following matters were discussed:

- Review of the independence of the members of the Supervisory Board
- The questionnaire relating to the assessment of the functioning of the Supervisory Board and its Committees
- Review of the Company's policy on professional equality and equal pay
- Review of the composition of the Supervisory Board and Committees
- Review of the diversity policy applied to members of the Supervisory Board
- Review of gender equality objectives within governing bodies
- Examining the gap in the representation of women and men within senior executives and members of management bodies
- Information on the compensation policy of the main non-corporate officers
- Review of the compensation policy for members of the Executive Board and the Supervisory Board
- The fixed and variable compensation of the members of the Executive Board
- Compensation of members of the Supervisory Board and Committees based on a study by MERCER
- Review of the succession plan for Executive Board members.

3.4.3. ETHICS AND CSR COMMITTEE



MISSIONS

The role of the Ethics and CSR Committee is to :

- ensure that ethics and CSR issues are taken into account by the Group
- ensure the proper deployment and application of the International Charter of Fundamental Social Values and the Group Ethics Charter
- examine the Group's CSR strategy, the objectives set and the results obtained:
- CSR risk mapping
- define the key indicators needed to manage CSR policies
- review all sustainability information published by the Company:
- sustainability report
- vigilance plan
- corruption prevention plan
- examine any situation contrary to the Group's CSR rules and procedures
- examine and monitor the CSR ratings obtained

OPERATION

The Committee meets at least twice a year and as often as necessary, depending on the number of alerts received via the internal whistleblowing system or by other means, and brought to its attention.

For each meeting, a preparatory file is drawn up several days before the meeting and made available to its members on a dedicated digital platform. At the meeting, each item on the agenda is presented and discussed.

Within the scope of its powers, the Committee may hear, if it deems it necessary, Board members, the Group General Counsel, the Director of Internal Audit or any other person it may designate.

Written minutes are drawn up to record the proceedings of Audit Committee meetings. An oral account of the Audit Committee's work is given by its Chairman to the Supervisory Board after each Committee meeting.

In 2024, the Committee met twice, with a 100%

- Work of the Group Vigilance Committee
- Review of Group risk mapping and . Purchasing risks
- Progress of work on the implementation of the CSRD Directive
- CSR action plan for 2025
- Monitoring of the Compliance action plan and associated procedures and policies
- Update on the results of the biennial HR survev
- Update on Ethics and Vigilance alerts (areas and countries concerned, processing and decisions taken)
- Update on the continuation and results of a specific action plan following an alert involving employees in Europe

3.5. CHANGE IN THE COMPOSITION OF THE BOARD AND COMMITTEES

Selection process for members of the Supervisory Board appointed by the General Meeting of Shareholders

Each year, the Supervisory Board sets the objectives for changing its composition, in accordance with its diversity policy established pursuant to Article 7.2 of the AFEP-MEDEF Code combined with Article L. 22-10-10 of the French Commercial Code.

The Compensation and Nominating Committee carries out an annual review of the renewal of the terms of office of members of the Supervisory Board and its committees. If necessary, it identifies profiles in line with the diversity policy defined by the Supervisory Board. This committee may be assisted by a recruitment agency. Where appropriate, shortlisted candidates are interviewed by the Chairman of the Compensation and Nominating Committee and by its members.

Finally, the members of the Compensation and Nominating Committee formulate a recommendation for the attention of the Supervisory Board, which will decide on the candidate to be proposed to the General Meeting of Shareholders.

Selection process for the Supervisory Board members representing employees

In accordance with Article 16 (2) of the articles of association of JCDecaux SE :

- when only one member of the Supervisory Board representing employees is to be appointed, it is appointed by the Social and Economic Committee;
- when two members of the Supervisory Board representing employees are to be appointed, (i) one is appointed by the Social and Economic Committee and (ii) the other is appointed by the European Company Committee, if there is one; it being specified that as long as the European Company Committee has not been set up, the two members will be appointed by the Social and Economic Committee. These rules apply at the end of each term of office. The term of office expiring second after the establishment of the European Company Committee is the subject of a designation by the same European Company Committee.

Changes in the composition of the Supervisory Board and its Committees in the 2024 fiscal year

| SITUATION DECEMBER | | DEPARTURE | APPOINTMENTS | RE-APPOINTMENTS |
|-----------------------|-----------|-----------|---|--|
| | | | | Mr Gérard Degonse as Chairman (at the General Meeting of Shareholders on 7 May 2024 for one year) |
| SUPERVIS | ORY | | | Mr Michel Bleitrach (at the General Meeting of Shareholders on 7 May 2024 for one year) |
| BOARD | BOARD | | | Mr Jean-Pierre Decaux (at the General Meeting of Shareholders on 7 May 2024 for one year) |
| | | | | Mr Jean-François Ducrest (at the General Meeting of Shareholders on 7 May 2024 for three years) |
| AUDIT COM | MMITTEE | | | Mr Jean-François Ducrest as Chairman (at the Supervisory Board meeting on 7 May 2024 for one year) |
| COMPENS | ATION AND | | | Mr Michel Bleitrach as Chairman (at the Supervisory Board meeting on 7 May 2024 for one year) |
| NOMINATIN | ATING | | | Mr Gérard Degonse (at the Supervisory Board meeting on 7 May 2024 for one year) |
| COMMITTE | | | | Mr Jean-François Ducrest (at the Supervisory Board meeting of 7 May 2024 for three years) |
| ETHICS AN | ID CSR | | | Mr Michel Bleitrach as Chairman (at the Supervisory Board meeting on 7 May 2024 for one year) |
| COMMITTEE | | | Mr Jean-François Ducrest (at the Supervisory Board meeting of 7 May 2024 for three years) | |

Terms of office of the Supervisory Board members Gérard Degonse, Michel Bleitrach, Jean-Pierre Decaux and Alexia Decaux-Lefort expire at the end of the General Meeting of Shareholders of 14 May 2025.

In accordance with the diversity policy applicable to members of the Supervisory Board, the General Meeting of Shareholders on 14 May 2025 will be asked to renew the following terms of office:

- Mr Gérard Degonse, for a term of one year*
- Mr Jean-Pierre Decaux, for a term of one year*
- Ms Alexia Decaux-Lefort, for a term of three years

Mr Michel Bleitrach did not wish to seek renewal of his term of office. The appointment of Mr Guillaume Pepy for a term of three years will be proposed to the General Meeting of Shareholders of 14 May 2025.

3.6. GENDER DIVERSITY WITHIN GOVERNING BODIES

3.6.1. DIVERSITY POLICY

As part of its efforts to achieve more balanced gender representation within the Company's total workforce, including at its highest level, the Executive Board, the Compensation and Nominating Committee and the Supervisory Board approved an ambitious plan at the end of 2020 to increase the number of women in its Executive Management Committees [the "Gender Balance Plan"].

The Gender Balance Plan, rolled out from 2021, acts both on the Company's culture and on the management of the appointment process in order to improve the representation of women at the highest levels of the Company.

The Gender Balance Plan, rolled out at Group level to ensure a coherent global approach, also includes action levers adapted at a local level to ensure that they are adapted to the practices of the countries in which the Group operates.

However, in view of the evolution of the regulatory context and the need to align the consistency of policies on this subject, the Supervisory Board, on the proposal of the Compensation and Nominating Committee, validated the decision of the Executive Board to strengthen the 2020 Gender Balance Plan through the implementation of a new Group gender equality policy as part of the CSR strategy for 2030 and, consequently, to align the time horizon of the previous Gender Balance Plan.

The strengthened 2020 Gender Balance Plan (as detailed in the sustainability report) aims to achieve and maintain a percentage of women in governing bodies equal to or higher than 40% by 2030 at Group level.

The new Gender Balance Plan aims to promote the development of women who have the skills at the level of management bodies through measures put in place within the Group such as the mentoring of women senior managers, pay equity, parity of training, optimisation of career management as well as the application of personal leave (sick children, parental leave, etc.).

The previous measures are also maintained, namely:

• 100% of managers and employees trained in stereotypes and prejudices

• Presentation of women candidates - if possible - each time a new management position is opened

• Integration of the number of women in management bodies into the ESG criteria for executive variable compensation.

The governing bodies concerned by the Plan are: the Executive Board of JCDecaux SE, the Executive Committees of the central "Corporate" departments of JCDecaux SE supporting the Group's operations throughout the world, the Executive Committees (or equivalent) of the entities in the countries that constitute more than 80% of the Group's adjusted revenue in a given year.

It should be noted that the percentage of women in JCDecaux's governing bodies was 34.4% at the end of December 2024 and was 32.7% at the end of 2020.

3.6.2. RESULTS IN TERMS OF THE GENDER BALANCE IN THE TOP 10% OF POSITIONS OF RESPONSIBILITY

For the 10% of senior management positions with the most responsibility, the Company uses as a reference all the beneficiaries of the last performance share plan awarded in 2024 (excluding members of the Executive Board) in 44 of the 80 countries where JCDecaux operates. This resulted in a proportion of 31.2% women, *i.e.* 108 women among the 346 beneficiary employees still benefiting at 31 December 2024.

As a reminder, in 2023, the Company used as a reference all beneficiaries of the previous performance share plan (excluding members of the Executive Board) and the proportion of women was 28.4% (81 women among the 285 beneficiaries).

3.7. ETHICS OF THE MEMBERS OF THE EXECUTIVE BOARD AND OF THE SUPERVISORY BOARD

Conflicts of interest

The Rules of Procedure of the Supervisory Board contain detailed provisions designed to prevent conflicts of interest. They provide that:

- in order to prevent conflicts of interest, the members of the Supervisory Board prepare a sworn statement each year related to the existence or non-existence of conflicts of interest or potential ones
- the members of the Supervisory Board must also inform the Board of any conflict of interest to which they may be subject at the time of each vote, independently of their annual statement
- in cases where they cannot avoid being subject to a conflict of interest, they refrain from attending the discussion or from taking part in any decision on the matters concerned
- the Committees shall take specific action to prevent any conflicts of interest: one of the Compensation and Nominating Committee's primary duty is to provide recommendations concerning the composition of the Supervisory Board, notably in light of the composition of, and changes in, the Company's shareholding structure and the existence of potential conflicts of interest. During the examination of the financial statements, the Audit Committee investigates material transactions where a conflict of interest may have occurred.

Similar provisions are planned for executives and employees holding positions potentially exposing them to a risk of conflict of interest, in all subsidiaries of JCDecaux SE as of fiscal year 2025. The corresponding conflict of interest prevention policy includes the signing of a sworn undertaking that there is no conflict of interest or a declaration of the existence of a potential conflict of interest submitted for assessment by the Group Legal and Compliance Department and subject to the keeping of a dedicated register.

In addition, to the best of the Company's knowledge and at the time of writing:

- there is no conflict of interest between the duties of any members of the Executive Board or the Supervisory Board with respect to the Company and their private interests or other duties
- there are no arrangements or agreements with the major shareholders of customers or suppliers whereby one of the members of the Company's Executive Board or Supervisory Board has been selected as such
- there are no restrictions accepted by the members of the Executive Board (other than their obligation to retain shares in accordance with Article L. 225-197-1 of the French Commercial Code) or the Supervisory Board concerning the sale of their stake in the share capital of the Company.

Nature of family ties between members of the Executive Board and the Supervisory Board

Mr Jean-Pierre Decaux, Vice-Chairman of the Supervisory Board, is the uncle of Mr Jean-Charles Decaux, Chairman of the Executive Board, and of Mr Jean-François Decaux, Chief Executive Officer.

Mr Jean-Sébastien Decaux, a member of the Supervisory Board, is the brother of Jean-Charles and Jean-François Decaux. Ms Alexia Decaux-Lefort, member of the Supervisory Board, is the daughter of Jean-François Decaux.

Convictions

Each year, the members of the Supervisory Board report to the Company any convictions that may have been handed down to them in the last five years.

To the Company's knowledge, over the past five years, none of the members of the Executive Board or the Supervisory Board:

- has been convicted of fraud
- has been incriminated or publicly sanctioned by any regulatory or statutory authority
- has been disqualified by a court from holding a position as a member of an administrative, management or supervisory body, or from acting in the management or conduct of the affairs of a company
- has been associated, as a member of an administrative, management or supervisory body, with any bankruptcy, receivership or liquidation or court-ordered administration of a company.

Stock market ethics

JCDecaux has an internal charter approved by the Executive Board whose purpose is to highlight the importance of regulations relating to insider trading, the administrative or criminal sanctions attached to non-compliance with these regulations and the prudence required in this area.

These rules are based on European Regulation No. 596/2014 on market abuse, its delegated regulations and implementing regulations, the French Monetary and Financial Code and the General Regulation of the French Financial Markets Authority (*Autorité des Marchés Financiers*).

This Charter is sent to insiders as soon as a list of insiders is drawn up due to the classification of insider information within the Group, in accordance with the internal procedure for classifying insider information.

This Charter also stipulates that managers within the meaning of Article 19 of the MAR Regulation, namely within the JCDecaux group, members of the Executive Board and of the Supervisory Board, must not carry out transactions during "blackout periods".

In accordance with the MAR Regulation and the recommendations of the AMF, the blackout periods decided by the Company are as follows:

- during the 30 days preceding the publication of the annual/halfyearly financial statements
- during the 15 days preceding the publication of the quarterly information.

The Group maintains a list of people subject to blackout periods, including:

- people exercising managerial responsibilities (in accordance with Articles 3 and 19 of the MAR)
- people with regular or occasional access to sensitive information.

People subject to these blackout periods are only authorised to carry out transactions on JCDecaux shares the day after the publication of the information concerned.

A calendar of abstention periods for the year is communicated to the persons concerned.

3.8. COMPENSATION AND BENEFITS

This section sets out the compensation policy applicable to corporate officers for the 2025 fiscal year as well as the

components of compensation for the corporate officers relating to the 2024 fiscal year.

3.8.1. COMPONENTS OF THE COMPENSATION OF THE MEMBERS OF THE EXECUTIVE BOARD AND OF THE SUPERVISORY BOARD

In accordance with Article L. 22-10-26 of the French Commercial Code, the compensation policy for corporate officers for 2025 described below was established by the Supervisory Board on the recommendation of the Compensation and Nominating Committee.

The General Meeting of Shareholders of 14 May 2025 will be asked to approve the compensation policy for corporate officers for the 2025 fiscal year. To this end, two resolutions are presented for the Chairman and members of the Executive Board and for the Chairman and members of the Supervisory Board.

3.8.1.1. Principles and rules for determining and implementing the compensation policy for corporate officers

1° Objectives and principles of the compensation policy

The compensation policy is reviewed each year by the Supervisory Board, on the recommendation of the Compensation and Nominating Committee. The Committee, composed of members chosen for their good understanding of the Company's business model, the OOH market and, in general, the economic and legal business environment, and two-thirds of whom are independent, ensures that the policy respects the social interest, contributes to the Company's business strategy and sustainability.

The Supervisory Board takes into account the following principles:

- the principles resulting from the Corporate Governance Code: comprehensiveness, balance between the elements of compensation, comparability, consistency, intelligibility of rules, and measurement
- studies carried out, at the Committee's request, by outside firms and by the Group's Legal Department to ensure that the components of compensation paid to corporate officers correspond to market practices.

With regard to the variable compensation of the members of the Executive Board, the determination of conditional and demanding quantifiable and qualitative criteria ensures that they act in the Company's social interest by taking into account the social and environmental challenges of its business.

The compensation policy also encourages the members of the Executive Board to develop the Group's commercial strategy, since their variable compensation is partly subject to their active participation in strategic achievements such as the signing or renewal of contracts with cities, and they may be granted, on an exceptional basis, compensation if, for example, they win a major new contract with a city.

It should also be recalled that the JCDecaux group is a family-owned company founded by Mr Jean-Claude Decaux sixty years ago. It is organised as an European Company with an Executive Board and a Supervisory Board in which the majority of shares are held by JCDecaux Holding, which is itself controlled by Mr Jean-François and Mr Jean-Charles Decaux, members of the Executive Board, and Mr Jean-Sébastien Decaux, a member of the Supervisory Board. Thus, all decisions, including in terms of compensation, are made with a longterm vision to ensure the sustainability of the family business.

2° Decision-making process followed to determine, revise and implement the compensation policy

Determination of the compensation policy

The Compensation and Nominating Committee makes recommendations to the Supervisory Board on all compensation of corporate officers.

With regard to the variable compensation of the members of the Executive Board, the Committee defines the criteria and ensures the consistency of these criteria with the annual assessment of the performance of the members of the Executive Board and with the Company's strategy.

The Committee also relies on studies carried out by external firms to ensure that the compensation policy for corporate officers complies with market practices.

With regard to the compensation of the members of the Supervisory Board, the Committee issues a recommendation on the amount and method of distribution of the compensation, taking into account the recommendations of the AFEP/MEDEF Code. Thus, the variable portion of their compensation is predominant and is subject to their effective participation in the Supervisory Board meetings.

The compensation policy for executive corporate officers also takes into account the compensation and employment conditions of the Company's employees.

Each year, the Supervisory Board deliberates, in accordance with Article L. 225-37-1 of the French Commercial Code, on the Company's policy on professional and pay equality, previously presented to the Compensation and Nominating Committee. In accordance with Article 19.2 of the AFEP-MEDEF Code, the Supervisory Board and the Compensation and Nominating Committee are also kept informed every year of the compensation policy implemented by the Company for the main non-executive corporate officers. In addition, each year the equity ratios between the compensation of the members of the Executive Board and that of the Company's employees in accordance with Article L. 22-10-9 of the French Commercial Code are presented to the Compensation and Nominating Committee and the Supervisory Board.

The Supervisory Board and the Compensation and Nominating Committee are committed to taking this information into consideration during the annual review of the compensation policy for corporate officers, thus ensuring a balanced development of the compensation of employees and corporate officers.

Revision of the compensation policy

The compensation policy for members of the Executive Board and Supervisory Board may be reassessed by the Supervisory Board by the General Meeting of Shareholders in the event of a change in their scope of responsibility or a discrepancy in their compensation compared to other companies.

In December 2023, the Compensation and Nominating Committee requested that an analysis of the competitiveness of the compensation of the members of the Supervisory Board be carried out for 2024 by an external firm in order to take into account market practices. Mercer carried out this study using a reference panel of 22 French companies, some of which were of comparable size, capitalisation, capital structure and sector, as well as having family shareholders.

Following this study, the Supervisory Board, on the recommendation of the Compensation and Nominating Committee, decided for 2024 to propose that the General Meeting of Shareholders approves:

- a 2% increase in the fixed compensation of the members of the Executive Board which, in a context of high inflation and even though these were not increased for three consecutive years and were only increased by 2% last year, would remain moderate and lower than the increases applied to employees and with the market practices noted by the Mercer study conducted in 2022
- a 10% increase in the compensation of members of the Supervisory Board and Committees. This increase proposal followed the Mercer study, which showed that the compensation of the members of the Supervisory Board was out of step with market practices. This is why the Supervisory Board recommended to the General Meeting of Shareholders of 7 May 2024 an increase in the overall compensation package for the members of the Supervisory Board.

For 2025, the Supervisory Board, on the recommendation of the Compensation and Nominating Committee decided:

- not increase the fixed compensation of the members of the Executive Board
- increase the compensation of the Chairman of the Supervisory Board in order to reduce the residual deviation from the market average that was observed following the Mercer study conducted in December 2023 and to maintain the same distribution as in 2024 between the fixed portion and the variable portion of the compensation of the members of the Supervisory Board. This is why the Supervisory Board will recommend to the General Meeting of Shareholders of 14 May 2025 to increase the overall compensation package for the members of the Supervisory Board.

Implementation of the compensation policy

The compensation policy is implemented by the Supervisory Board in accordance with the resolutions voted by the General Meeting of Shareholders.

The Supervisory Board did not provide for any exceptions to the compensation policy for members of the Executive Board and the Supervisory Board which was approved by the General Meeting of Shareholders on 7 May 2024 (12th resolution adopted at 89.17% and 13th resolution adopted at 99.96%).

3° Management of conflicts of interest

In accordance with the Supervisory Board's rules of procedure, the members of the Supervisory Board are required to inform the Board of any situation of conflict of interest, even potential, and must abstain from attending the debate and taking part in the vote of the corresponding deliberation.

In this respect, the members of the Supervisory Board are required to prepare a "sworn statement" on the existence or not of a conflict of interest, even a potential one, when they take office, then on a yearly basis.

In addition, the Supervisory Board deliberates on the components of the compensation of the executive corporate officers without the latter being present.

4° Methods for assessing the achievement of the performance criteria for variable compensation and share-based compensation

Variable compensation for members of the Executive Board

Financial criteria

These are based on:

- the change in the adjusted consolidated EBIT of the Group or of a given geographical area compared to the previous year and to the budget
- evolution of the Group's operating margin compared to the budget
- the achievement of the budget for the Group operating margin to revenue ratios by segment or of a given geographical area on an adjusted basis.

Valuation method

Achievement of these criteria is assessed by the Supervisory Board, on the recommendation of the Compensation and Nominating Committee.

The Compensation and Nominating Committee first checks the achievement of these criteria on the basis of the results estimated at the Committee meeting at the end of the year.

Secondly, it then verifies, at the Committee meeting at the beginning of the year, that these criteria have been met on the basis of the financial statements as at 31 December.

Extra-financial criteria

The latter are set annually by the Supervisory Board on the recommendation of the Compensation and Nominating Committee. They include elements relating to the CSR strategy and policy, thus contributing to the Company's sustainability.

- The CSR criteria are based on areas, namely:
 - extra-financial performance;
 - the optimisation of the environmental footprint;
 - the deployment of the Group's responsible business environment.
- The strategic criteria are based, in particular, on the renewal of strategic contracts, the signing of new contracts, the acquisition of companies and the execution of the digital strategy.

Valuation method

Achievement of CSR and strategic criteria is assessed by the Supervisory Board, on the recommendation of the Compensation and Nominating Committee.

In this respect, the Committee bases its assessment on information provided by management: the Committee invites the Chairman of the Executive Board or the Managing Director to its December meeting and thus has the opportunity to ask them any questions to ensure that these criteria are met.

Share-based compensation of members of the Executive Board

Performance criteria

.The possible allocation of performance shares to members of the Executive Board will be subject to performance criteria to be met over several consecutive years determined by the Supervisory Board on the recommendation of the Compensation and Nominating Committee.

Valuation method

Achievement of these criteria is assessed by the Supervisory Board, on the recommendation of the Compensation and Nominating Committee.

The achievement of the first criterion can be noted on the basis of the financial statements as of 31 December.

Individual performance targets may be achieved on the basis of information provided by management.

The Supervisory Board then discusses, on the recommendation of the Compensation and Nominating Committee, the achievement of these criteria for the variable compensation of the members of the Executive Board, and their share-based compensation, without the presence of those members.

5° Criteria for the distribution of the annual fixed amount allocated to the members of the Supervisory Board

The fixed annual amount allocated by the General Meeting of Shareholders to the members of the Supervisory Board is distributed by the Supervisory Board as follows:

For the Supervisory Board

The Chairman and the members of the Board have the right, for 4 Board meetings, to:

- a fixed portion
- a preponderant variable portion according to their actual attendance at Board meetings.

Beyond 4 meetings, any meeting will give rise to the payment of additional compensation, if the meeting does not concern the authorisation of a Guarantee.

For the Audit Committee

The Chairman and members of the Compensation and Nominating Committee have the right, for 4 meetings of the Committee, to an exclusively variable portion on the basis of their actual attendance at Committee meetings.

Beyond 4 meetings of the Audit Committee, any additional meeting, whether in person, by telephone or video-conference, will give rise to the payment of additional compensation.

For the Compensation and Nominating Committee

The Chairman and members of the Compensation and Nominating Committee have the right, for 2 meetings of the Committee, to an exclusively variable portion on the basis of their actual attendance at Committee meetings.

Beyond 2 meetings of the Compensation and Nominating Committee, any additional meeting, whether in person, by telephone or video-conference, does not give rise to the payment of additional compensation.

For the Ethics and CSR Committee

At its meeting of 5 December 2024, on the recommendation of the Compensation and Nominating Committee, the Supervisory Board decided for 2025 to increase the number of meetings from two to four meetings per year in order to meet the growing requirements of Ethics and CSR regulations.

The Chairman and members of the Ethics and CSR Committee have the right, for 4 meetings of the Committee, to an exclusively variable share on the basis of their actual attendance at Committee meetings.

Beyond 4 meetings of the Ethics and CSR Committee, any additional meeting, whether in person, by telephone or video-conference, will give rise to the payment of additional compensation.

6° Methods of applying the provisions of the compensation policy in the event of a potential change in governance

In the event of the nomination of a new member of the Executive Board or the co-option of a member of the Supervisory Board after the General Meeting of Shareholders, his or her compensation would be set by the Supervisory Board on the recommendation of the Compensation and Nominating Committee, pursuant to the compensation policy for corporate officers approved by the last General Meeting of Shareholders, in accordance with existing practices within the Company and in accordance with the recommendations of the AFEP-MEDEF Code currently governing the determination of compensation for corporate officers.

The Supervisory Board, on the recommendation of the Compensation and Nominating Committee, reserves the right to adapt the level and structure of compensation to take into account the situation of the new executive corporate officer concerned and the responsibilities conferred by his or her position.

The same applies to the renewal of the term of office of members of the Executive Board or the Supervisory Board.

7° Terms of application of the compensation policy in the event of exceptional circumstances

In accordance with the second paragraph of III of Article L.22-10-26 of the French Commercial Code, in the event of exceptional circumstances, the Supervisory Board may waive the application of the components of the compensation policy, provided that such a waiver is temporary, in the corporate interest and necessary to guarantee the Company's sustainability or viability.

If necessary, the adjustment of the compensation policy to exceptional circumstances would be decided by the Supervisory Board, on the recommendation of the Compensation and Nominating Committee.

Such a waiver may only take place temporarily (*i.e.* pending the approval of the amended compensation policy by the forthcoming General Meeting of Shareholders), and under exceptional circumstances. Thus, for example, the recruitment of a new executive corporate officer under unforeseen conditions could require the temporary adaptation of certain existing compensation components or the proposal of new compensation components.

It may also be necessary to modify the performance conditions governing the acquisition of all or part of the existing components of compensation in the event of exceptional circumstances resulting in particular from a significant change in the Group's scope following a merger, sale, acquisition or creation of a significant new activity or the removal of a significant activity or a major event affecting the markets and/or major competitors of JCDecaux.

3.8.1.2. Compensation policy for members of the Executive Board

1) Terms of office and employment contracts

Mr Jean-Charles Decaux and Mr Jean-François Decaux, in their capacity as Chairman of the Executive Board and Managing Director, respectively receive compensation by virtue of their office.

On the other hand, Mr Emmanuel Bastide, Mr David Bourg, and Mr Daniel Hofer receive the various components of their compensation in their capacity as employees and in respect of their operational and specific function, distinct from their corporate office.

- Mr Emmanuel Bastide is the Group's Managing Director Asia, with responsibility for the following countries: China (including Hong Kong and Macao), Japan, South Korea, Singapore, Thailand, Mongolia, Vietnam, Myanmar, etc. and reports to Mr Jean-Charles Decaux.
- Mr David Bourg is the Group Chief Financial, IT and Administrative Officer and is responsible for overseeing the Group's Regional and subsidiaries Chief Financial Officers as well as the Group's support

functions, notably the Corporate Finance Department, the Legal Department, the M&A Department, the Tax Department, the Investor Relations Department, the Information Systems Department, the Sustainability Department and reports to Jean-Mr François Decaux and Mr Jean-Charles Decaux.

 Mr Daniel Hofer holds the position of Managing Director for Germany, Austria, Central and Eastern Europe and Central Asia and reports directly to Mr Jean-François Decaux.

Therefore, the internal rules for hierarchical subordination, inherent in an employment contract, guarantee continuous and effective control of their performance.

It should be noted that members of the Executive Board with an employment contract can benefit from collective employee savings schemes and the associated advantages, and from certain advantages (mutual insurance, supplementary insurance, etc.) granted by the Company to all its employees.

Details of the terms of office and employment contracts entered into with the Company (or its subsidiaries) by members of the Executive Board, the notice periods and the conditions of dismissal or termination applicable to them are given below:

| | DURATION OF TERM OF OFFICE | DURATION OF EMPLOYMENT CONTRACT | NOTICE PERIODS | CONDITIONS FOR DISMISSAL/ TERMINATION |
|----------------------|----------------------------------|---|--|--|
| JEAN-FRANÇOIS DECAUX | 3 years | NA | NA | NA |
| JEAN-CHARLES DECAUX | 3 years | NA | NA | NA |
| DAVID BOURG | 3 years | JCDecaux SE permanent employment contract | | Non-competition clause to be applied or removed |
| EMMANUEL BASTIDE | 3 years | JCDecaux SE permanent employment contract | | Non-competition clause to be applied or removed |
| DANIEL HOFER | 3 years | Fixed-term employment contract (under Swiss law) with JCDecaux Corporate Services GmbH for a period of 3 years from 31/08/2017 to 31/08/2020 Renewed by amendments from 10/01/2020 to 31/08/2023 and from 31/08/2023 to 31/08/2025 | No unilateral termination before the expiry of the term expected except fair grounds | Non-competition clause to be applied or removed from 31/08/ 2023 |

2) Components of the compensation of the members of the Executive Board

Fixed compensation

The fixed compensation of members of the Executive Board is set and reviewed annually by the Supervisory Board on the recommendation of the Compensation and Nominating Committee.

The latter results from taking into account:

- the experience, level and difficulty of responsibilities
- the length of service with the Group
- practices observed in the Group or companies with comparable activities.

Furthermore, in order to make a recommendation to the Supervisory Board, the Compensation and Nominating Committee may rely on comparative studies of compensation for corporate officers.

It is further noted that any significant increase in the fixed compensation of members of the Executive Board must be justified in the Universal Registration Document. On 5 December 2024, the Supervisory Board, on the proposal of the Compensation and Nominating Committee, decided not to increase the fixed compensation of the members of the Executive Board.

For the 2025 fiscal year, the fixed compensation of the members of the Executive Board is as follows:

- €1,096,938 for Mr Jean-Charles Decaux and Mr Jean-François Decaux
- €463,669 for Mr Emmanuel Bastide
- €441,590 for Mr David Bourg
- CHF 673,079 for Mr Daniel Hofer.

Annual variable compensation

The criteria for determining the variable compensation of the members of the Executive Board are set and reviewed annually by the Supervisory Board on the recommendation of the Compensation and Nominating Committee. The variable compensation for members of the Executive Board may not exceed a percentage of the fixed annual salary approved and reviewed annually by the Supervisory Board on the proposal of the Compensation and Nominating Committee, namely:

- 150% for Mr Jean-Charles Decaux and Mr Jean-François Decaux
- 100% for Mr Emmanuel Bastide, Mr David Bourg and Mr Daniel Hofer.

The required level of achievement is measured and assessed each year by the Supervisory Board on the recommendation of the Compensation and Nominating Committee.

It should be noted that the variable compensation of the members of the Executive Board is an individualised and conditional compensation, based on financial, CSR and strategic criteria.

On 4 March 2025, the Supervisory Board, on the recommendation of the Compensation and Nominating Committee, set the criteria for the variable compensation of the members of the Executive Board as follows:

Regarding the financial criteria:

For Mr Jean-Charles and Mr Jean-François Decaux, a variable remuneration for each of them of up to 150% of their annual fixed remuneration ("the Ceiling") by achieving the following objectives:

| FINANCIAL CRITERIA | WEIGHTING |
|---|-----------|
| CHANGE IN THE GROUP'S ADJUSTED CONSOLIDATED EBIT IN 2025 | 30.00% |
| COMPARED TO 2024 ACTUAL | 15.00% |
| Maximum 15% of the ceiling linked to the evolution of the EBIT compared to the actual 2024: | |
| 0% if it grows by less than 2% Linear growth if it grows between 2% and 10% 15% if it grows by at least 10% COMPARED TO THE 2025 BUDGET | 15.00% |
| Maximum 15% of the ceiling linked to the evolution of the EBIT compared to the 2025 budget: | |
| 0% if it is less than 95% of the 2025 budget Linear growth if between 95% and 100% of the 2025 budget 15% if it is at least equal to 100% of the 2025 budget | |
| EVOLUTION OF THE GROUP'S OPERATING MARGIN COMPARED TO THE 2025 BUDGET | 15.00% |
| 15% maximum of the ceiling linked to the evolution of the Group's operating margin compared to the 2025 budget: 0% if it is below 95% of the 2025 budget Linear growth if between 95% and 100% of the 2025 budget 15% if it is at least equal to 100% of the 2025 budget | |
| ACHIEVEMENT OF THE 2025 BUDGET FOR THE GROUP'S RATIOS OF OPERATING MARGIN-TO-REVENUE BY MARKET SEGMENT ON AN ADJUSTED BASIS | 15.00% |
| 15% maximum of the ceiling linked to the achievement of the Group's operating margin-to-revenue ratios for each segment on an adjusted basis as forecast in the 2025 budget and within the sub-limit of 5% for each of the three segments: | |
| 0% if such a ratio is below 97.5% of the ratio in the 2025 budget Linear growth if this ratio is between 97.5% and 100% of the 2025 budget | |
| | |

5% if the ratio is at least equal to 100% of the 2025 budget for the segment concerned

60.00%

For Mr David Bourg, a variable compensation that can reach 100% of his annual fixed compensation ("the Ceiling") by achieving the following objectives:

| FINANCIAL CRITERIA | WEIGHTING |
|--|-----------|
| CHANGE IN THE GROUP'S ADJUSTED CONSOLIDATED EBIT IN 2025 | 46.66% |
| COMPARED TO 2024 ACTUAL | 23.33% |
| Maximum 23.33% of the ceiling linked to the evolution of the EBIT compared to the actual 2024: | |
| - 0% if it grows by less than 2% | |
| - Linear growth if it grows between 2% and 10% | |
| - 23.33% if it grows by at least 10% | |
| COMPARED TO THE 2025 BUDGET | 23.33% |
| Maximum 23.33% of the ceiling linked to the evolution of the EBIT compared to the 2025 budget: | |
| - 0% if it is less than 95% of the 2025 budget | |
| - Linear growth if between 95% and 100% of the 2025 budget | |
| - 23.33% if it is at least equal to 100% of the 2025 budget | |
| EVOLUTION OF THE GROUP'S OPERATING MARGIN COMPARED TO THE 2025 BUDGET | 23.33% |
| 23.33% maximum of the ceiling linked to the evolution of the Group's operating margin compared to the 2025 budget: | |
| - 0% if it is below 95% of the 2025 budget | |
| - Linear growth if between 95% and 100% of the 2025 budget | |
| - 23.33% if it is at least equal to 100% of the 2025 budget | |
| ACHIEVEMENT OF THE 2025 BUDGET FOR THE GROUP'S RATIOS OF OPERATING MARGIN-TO-REVENUE BY MARKET SEGMENT ON AN ADJUSTED BASIS | 15.00% |
| 15% maximum of the ceiling linked to the achievement of the Group's operating margin-to-revenue ratios for each segment on an adjusted basis as forecast in the 2025 budget and within the sub-limit of 5% for each of the three segments: | |
| - 0% if such a ratio is below 97.5% of the ratio in the 2025 budget | |
| - Linear growth if this ratio is between 97.5% and 100% of the 2025 budget | |
| - 5% if the ratio is at least equal to 100% of the 2025 budget for the segment concerned | |
| TOTAL | 85.00% |

For Mr Emmanuel Bastide and Mr Daniel Hofer, variable compensation of up to 100% of their annual fixed compensation ("the Ceiling") upon achievement of the following objectives:

| FINANCIAL CRITERIA | WEIGHTING |
|--|-----------|
| CHANGE IN ADJUSTED EBIT FOR COUNTRIES IN THEIR AREA OF RESPONSIBILITY | 50.00% |
| COMPARED TO 2024 ACTUAL | 25.00% |
| Maximum 25% of the ceiling linked to the evolution of the EBIT compared to the actual 2024: | |
| - 0% if it grows by less than 2% | |
| - Linear growth if it grows between 2% and 10% | |
| - 25% if it grows by at least 10% | |
| COMPARED TO THE 2025 BUDGET | 25.00% |
| Maximum 25% of the ceiling linked to the evolution of the EBIT compared to the 2025 budget: | |
| - 0% if it is less than 95% of the 2025 budget | |
| - Linear growth if between 95% and 100% of the 2025 budget | |
| - 25% if it is at least equal to 100% of the 2025 budget | |
| ACHIEVEMENT OF THE 2025 BUDGET FOR THE RATIOS OF OPERATING MARGIN-TO-REVENUE BY MARKET OF THEIR AREA OF RESPONSIBILITY | 25.00% |
| 25% maximum of the ceiling linked to the achievement of the operating margin-to-revenue ratios for each segment in their area of responsibility on an adjusted basis as provided for in the 2025 budget and within the sub-limit of 8.33% for each of the three segments: | |
| - 0% if such a ratio is below 97.5% of the ratio in the 2025 budget | |
| - Linear growth if this ratio is between 97.5% and 100% of the 2025 budget | |
| - 8.33% if the ratio is at least equal to 100% of the 2025 budget for the segment concerned | |
| EVOLUTION OF THE GROUP'S OPERATING MARGIN COMPARED TO THE 2025 BUDGET | 10.00% |
| 10% maximum of the ceiling linked to the evolution of the Group's operating margin compared to the 2025 budget: | |
| - 0% if it is below 95% of the 2025 budget | |
| - Linear growth if between 95% and 100% of the 2025 budget | |
| | |

- 10% if it is at least equal to 100% of the 2025 budget

85.00%

These criteria are the most relevant to measure the Group's performance during the fiscal year.

The CSR criteria are common to all members of the Executive Board and represent 15% of their variable compensation.

In addition, on top of the CSR criteria described below, the members of the Executive Board must also meet CSR criteria related to Governance (qualitative criteria) namely:

 \bullet Reinforce local ESG governance (N-1 ESG bonus scheme implementation)

•Deployment of an Eco-Design Index on JCDecaux furniture and progressive deployment of 360 Footprint internationally.

• Implementation of CSRD's requirements (internal control, etc)

| | ESG CRITERIA | ALLOCATION KEY |
|--|---|----------------|
| EXTRA-FINANCIAL PERFORMANCE 1% of total bonus | Remaining in EF indices (Focus CDP/EcoVadis) | 1% |
| | Environment | |
| | Environment – Scope 1 & 2 targets (location based) * : | |
| | • Furniture carbon emissions: 171,4 KtCO2eq furniture carbon emissions as of 2025 (- 29,8% vs 2019 ; +13% vs 2024) [4%] | 8% |
| TOWARDS AN OPTIMISED ENVIRONMENTAL FOOTPRINT | • Vehicle carbon emissions: 18,0 KtCO2eq vehicle carbon emissions as of 2025 (-27,7% vs. 2019 ; -2,7% vs 2024) (3%) | |
| 9% of total bonus | • Building carbon emissions: 7,7 KtCO2eq building carbon emissions as of 2025 (-29,6% vs. 2019 ; +11,5% vs 2024) [1%] | |
| | Environment – Scope 3: | 1% |
| | •Establish a roadmap to decarbonize assets and promote refurbishment to our landlords (scope 3) | 170 |
| | Health & Safety: Group accident frequency rate by end of 2025: 14 accidents per mio worked hours (-20,4% vs. 2019 ; stable vs 2024) Management site visits and/or written or oral communication | 3% |
| TOWARDS A RESPONSIBLE CULTURE OF OUR ECOSYSTEM 5% of total bonus | Social: • Deploy the Group social Policy and ensure alignment with the Charter of International Social Value • Prepare compliance with new CSRD and EU remuneration directives. | 1% |
| | • Maintain or increase of the rate of women in our executive management committees [34,4% at the end of 2024] | |
| | Responsible Purchasing: | |
| | • Define and deploy a responsible purchasing roadmap to reinforce our practices towards 2030 | 1% |
| | • Evaluation: 100% of key suppliers have been evaluated by the end of 2025 | 170 |
| | • Code of conduct: 100 % of key suppliers have signed the code of conduct before end of 2025 | |
| TOTAL | | 15% |

These criteria are part of the Group's ambitious CSR strategy, which is described in detail in chapter 2 of this URD and which aims to ensure profitable, sustainable and responsible growth.

Regarding the strategic criteria

For Messrs Jean-Charles and Jean-François Decaux, the strategic criteria represent 25% of the ceiling on their variable compensation and are linked to:

- the renewal of strategic contract
- the signature of new contracts
- acquisition of companies
- the execution of the digital strategy.

For Messrs David Bourg, Emmanuel Bastide and Daniel Hofer, the Chairman of the Executive Board and the Managing Director have the option of granting them additional variable compensation for their participation in one-off strategic achievements or the achievement of specific objectives and this, within the limit of a total variable compensation of 85% of their annual fixed compensation.

For Mr David Bourg, the strategic criteria are linked to:

- participation in strategic achievements by Group management (for example, the signing of new contracts, the renewal of strategic contracts, the acquisition of companies and the execution of the digital strategy)
- the achievement of specific objectives by departments under his responsibility and set by the co-CEOs (for example, optimisation of the Group's financial structure, cost control, optimised management of working capital requirements, implementation of IT and cross-functional projects for the Group's activities).

For Messrs Emmanuel Bastide and Daniel Hofer, the strategic criteria are linked to:

- participation in strategic achievements by Group management (for example, the signing of new contracts, the renewal of strategic contracts, the acquisition of companies and the execution of the digital strategy)
- the achievement of specific objectives related to the departments under their responsibility and set by Mr Jean-Charles Decaux and Mr Jean-François Decaux (for example, the signing of new contracts, the renewal of structuring contracts, the acquisition of companies, the execution of the digital strategy, the optimisation of organisations and investments in the region under their responsibility).

These criteria reflect the Group's strategy, which is based on three major areas, namely the development of organic growth, the activation of three essential pillars of digital, data and programmatic, and participation in the consolidation of the OOH market.

Long-term variable compensation

The Executive Board may grant performance shares and/or stock options to members of the Executive Board.

Messrs Jean-Charles Decaux and Jean-François Decaux, Chairman of the Executive Board and Managing Director, have waived the right to receive them since the initial public offering in 2001.

It should be noted that:

- the last allocation of stock options to members of the Executive Board was made in 2017
- performance shares were granted to members of the Executive Board for the first time in 2021, then in 2024.

The Executive Board did not grant any stock options or performance shares during the 2024 fiscal year.

Performance shares

In the event that an allocation is decided by the Executive Board in 2025, the following conditions determined by the Supervisory Board would apply:

• Allocation ceiling

In accordance with the recommendations of the AFEP-MEDEF Code, the resolution authorising the allocation plan proposed to the vote of the General Meeting of Shareholders indicates the maximum percentage of performance shares that may be allocated to members of the Executive Board in relation to the overall budget approved by shareholders.

In the event of performance shares granted by the Executive Board, the Supervisory Board will determine the maximum allocation ceiling to beneficiary members of the Executive Board, which will correspond to a percentage of their fixed compensation.

• Performance conditions

Only performance shares for which vesting is subject to presence and performance conditions may be allocated to members of the Executive Board.

When developing a plan, performance conditions are defined according to JCDecaux's long-term strategic priorities and personal objectives and may include performance conditions that are internal and/or external to the Group.

The performance conditions agreed must be demanding but motivating for the beneficiaries.

The Compensation and Nominating Committee is consulted on the principles applicable to the performance share plan as well as on the performance criteria, which are then approved by the Supervisory Board.

The Executive Board considers that these criterias, assessed over several consecutive years, are complementary, in line with the Group's objectives and specificities, and are likely to promote balanced and continuous growth in the long term. They are demanding yet remain motivating for beneficiaries.

For reasons of confidentiality, the quantum of the criteria, although precisely established, cannot be made public. The quantum and the achievement rate of the criteria will be made public at the end of the performance measurement periods.

For example, the performance shares granted to the members of the Management Board in 2021 were definitively vested in 2024 under the following performance conditions:

- Achievement of an operating margin level for the 2023 or 2024 or 2025 financial years compared to the operating margin of 2019.

- Achievement of each beneficiary's individual performance objectives over the period.

• Holding conditions and formal commitment not to use hedging transactions

The conditions for holding shares by the members of the Executive Board are set by the Supervisory Board in accordance with Article L. 225-197-10f the French Commercial Code.

The Supervisory Board has decided that in the event of definitive vesting of their shares, the beneficiary members of the Executive Board must retain 35% of the shares allocated to them throughout their term of office, in respect of the retention obligation provided for in Article L. 225-197-1 of the French Commercial Code.

In addition, the members of the Executive Board must make a formal commitment not to use performance share risk hedging transactions until the end of the holding period.

Allocation of stock options or share purchase options

In the event that an allocation is decided by the Executive Board in 2025, the following conditions determined by the Supervisory Board would apply:

• Allocation

In the event that share subscription or purchase options are granted by the Executive Board, the Supervisory Board will determine the maximum allocation ceiling to beneficiary members of the Executive Board, which will correspond to a percentage of their fixed compensation.

The stock subscription or share purchase options granted by the Company correspond to stock options at a price determined at the time of the grant, subject to the achievement of the Group's financial results and individual objectives assessed for the same year.

• Exercise

The exercise of the stock options or share purchase options thus granted is subject to the fulfilment of performance conditions set by the Supervisory Board on the recommendation of the Compensation and Nominating Committee.

Should the officer resign, unless the Executive Board decides otherwise, the recipient may exercise any options exercisable on that date only, at the latest on the date of his/her leaving the Company. Options granted and not exercised on this date are lost.

• Holding conditions

The conditions for holding shares by the members of the Executive Board are set by the Supervisory Board in accordance with Article L. 225-185 of the French Commercial Code, which provides that the Supervisory Board decides for the members of the Executive Board:

- either that the options may not be exercised by the interested parties before the end of their duties
- or the number of shares resulting from the exercise of options that they are required to hold in registered form until the end of their duties.

To meet these requirements, the Supervisory Board, at its meeting of 7 December 2007, decided to opt for the obligation for the members of the Executive Board to retain a corresponding number of shares resulting from the exercise of options corresponding to 25% of the gross vesting gain generated by the interested party upon exercise of said options.

Exceptional compensation

The Supervisory Board, on the proposal of the Compensation and Nominating Committee, may decide to grant exceptional compensation to the members of the Executive Board after reviewing the specific circumstances justifying it (*e.g.* gain of new major contracts, strategic acquisitions, successful restructuring, *etc.*).

Compensation of directors/Supervisory Board members

The members of the Executive Board may receive compensation from the subsidiaries of JCDecaux SE in respect of a term of office.

Fringe benefits

Members of the Executive Board may receive fringe benefits such as the provision of (a) company vehicle(s), company housing, payment of school fees for their children or a contribution towards the cost of renting an office space.

Supplementary pension/insurance

Members of the Executive Board may benefit from a supplementary pension scheme subject to the principles for determining compensation set forth in the AFEP-MEDEF Code.

They may also benefit from insurance, in particular life insurance.

Non-competition compensation

Members of the Executive Board may receive non-competition compensation.

Under a non-compete agreement covering a period of two years, Mr Emmanuel Bastide is entitled to non-competition compensation to be paid over the same period amounting to 33% of his fixed and variable salary based on the average of the last 12 months before the termination of contractual relations. This agreement was authorised by the Supervisory Board at its meeting of 30 July 2014 and approved by the General Meeting of Shareholders on 13 May 2015 (7th resolution).

Under a non-compete agreement covering a period of two years, Mr David Bourg is entitled to non-competition compensation to be paid over the same period amounting to 33% of his fixed and variable salary based on the average of the last 12 months before the termination of contractual relations. This agreement was authorised by the Supervisory Board at its meeting of 4 December 2014 and approved by the General Meeting of Shareholders on 13 May 2015 (8th resolution).

In accordance with his employment contract under Swiss law, since 1 September 2023, Mr Daniel Hofer has received a non-competition indemnity corresponding to 33% of his fixed and variable salary, calculated on the average of the last twelve months preceding the termination date of contractual relationships.

3.8.1.3. Components of the compensation of the members of the Supervisory Board

1) Terms of office

Supervisory Board members are appointed by the General Meeting of Shareholders for a three-year term. In accordance with the articles of association, the terms of office of Board members who have reached the age of 75 are one year.

When two members of the Supervisory Board representing employees are to be appointed, (i) one is appointed by the Social and Economic Committee and (ii) the other is appointed by the European Company Committee. Their term of office is also three years.

2) Compensation

Principle

The purpose of the compensation policy for Supervisory Board members is to establish compensation adapted to the Group's challenges, within the framework of the total amount approved by the shareholders.

This policy promotes the attendance and involvement of Supervisory Board members in the work of the Board and its Committees.

Total amount

The total amount of the compensation granted to the members of the Supervisory Board by the General Meeting of Shareholders and its allocation is reviewed annually by the Compensation and Nominating Committee and approved by the Supervisory Board.

For 2025, the Supervisory Board meeting of 5 December 2024, on the recommendation of the Compensation and Nominating Committee, decided to increase the compensation of the Chairman of the Supervisory Board in order to reduce the residual deviation from the market average which was recognised following the Mercer study conducted in December 2023 and to maintain the same breakdown as in 2024 between the fixed and the variable compensation for the members of the Supervisory Board. In addition, in order to meet the growing requirements of Ethics and CSR regulations, the Supervisory Board, at its meeting of 5 December 2024, on the recommendation of the Compensation and Nominating Committee, decided to:

- increase the number of meetings of the Ethics and CSR Committee from two per year to four per year
- automatically increase the compensation of the members of the Ethics and CSR Committee
- modify the amount of the variable portion of the Chairman of the Ethics and CSR Committee
- retain the same variable portion as in 2024 for the members of the Audit Committees and the Compensation and Nominating Committee as well as for their Chairman.

The Supervisory Board will recommend to the General Meeting of Shareholders on 14 May 2025 that the overall compensation package for Supervisory Board members be increased from €542,000 to €590,000.

Distribution

Directors' compensation paid to the members of the Supervisory Board is made up of a fixed part and a preponderant variable part, subject to actual attendance by the members of the Supervisory Board at its meetings.

The amounts awarded in respect of the fixed portion are pro-rated when terms of office begin or end during the course of a fiscal year.

Compensation paid to members of Committees consist solely of a variable part that is conditional on members' actual attendance at Committee meetings.

Compensation is paid to members of the Board and Committees quarterly, in arrears.

On 5 December 2024, the Supervisory Board, on the proposal of the Compensation and Nominating Committee, decided to allocate the compensation of the members of the Supervisory Board and the Committees for 2025 as follows:

| SUPERVISOF | RY BOARD (PEF | R MEMBER - F | OR 4 MEETING | SS) | AUDIT COM (PER MEMB MEETINGS) | BER - FOR 4 | COMPENSA NOMINATIN COMMITTEE MEMBER - MEETINGS) | IG E (PER | ETHICS AND COMMITTEE MEMBER - I MEETINGS) | E (PER | |
|--|--|--|--|------------------------|--|--|---|---|--|--|---|
| Fixed portion Member | Variable portion Member | Fixed portion Chairman | Variable portion Chairman | Additiona l meeting | Variable portion Chairman | Variable portion Member | Variable portion Chairman | Variable portion Member | Variable portion Chairman | Variable portion Member | Additiona l meeting of a Committ ee |
| €14,500 (<i>i.e.</i> €3,625 per meeting) | €15,500 (<i>i.e.</i> €3,875 per meeting) | €48,000 (<i>i.e.</i> €12,000 per meeting) | €52,000 (<i>i.e.</i> €13,000 per meeting) | €2,500 | €19,000 (<i>i.e.</i> €4,750 per meeting) | €11,000 (<i>i.e.</i> €2,750 per meeting) | €9,000 (<i>i.e.</i> €4,500 per meeting) | €5,500 (<i>i.e.</i> €2,750 per meeting) | €16,500 (<i>i.e.</i> €4,125 per meeting) | €11,000 (<i>i.e.</i> €2,750 per meeting) | €1,500 |

The members of the Supervisory Board do not receive any other compensation, and in particular, no stock options or stock subscriptions or performance shares.

Lastly, in accordance with the Supervisory Board's rules of procedure, travel expenses incurred for Board and Committee meetings are reimbursed upon presentation of receipts.

3.8.2. COMPENSATION AND BENEFITS PAID DURING THE 2024 FISCAL YEAR OR GRANTED FOR THE SAME FISCAL YEAR

As a reminder, the General Meeting of Shareholders of 7 May 2024 approved in its 14th resolution (87.31%), 15th resolution (99.41%), 16th resolution (99.41%), 17th resolution (87.43%) and 18th resolution (99.99%), the components of compensation paid or granted in respect of the 2023 fiscal year to all corporate officers, the Chairman of the Executive Board, the Managing Director, the members of the Executive Board and the Chairman of the Supervisory Board.

The General Meeting of Shareholders of 14 May 2025 (11th resolution) will be asked to approve the components paid or granted in respect of the 2024 fiscal year to all corporate officers (members of the Executive Board and Supervisory Board).

3.8.2.1. Total compensation and fringe benefits paid or granted for the prior fiscal year, or granted for the same fiscal year to members of the Executive Board

The information relating to the components of compensation received in respect of fiscal year 2024 by all members of the Executive Board (Mr Jean-Charles Decaux, Mr Emmanuel Bastide, Mr David Bourg and Mr Daniel Hofer) are described below.

The amounts given below are those paid to members of the Executive Board by JCDecaux SE and by JCDecaux SE's foreign subsidiaries, exclusively by virtue of their office or their capacity as employees. Members of the Executive Board do not receive compensation from French subsidiaries of JCDecaux SE. The amounts paid by JCDecaux Holding, the controlling shareholder of JCDecaux SE, are also mentioned.

- For compensation paid in pounds sterling, the exchange rate applied is the 2024 average of sterling exchange rates, or €1.180917 to the pound.
- For compensation paid in Swiss francs, the exchange rate applied is the 2024 average of Swiss franc exchange rates, or €1.049529 to the Swiss franc.
- For compensation paid in Singapore dollars, the exchange rate applied is the 2024 average of Singapore dollar exchange rates, *i.e.* an exchange rate of 1 Singapore dollar for €0.691559.

II. INFORMATION CONCERNING THE COMPENSATION OF MR JEAN-CHARLES DECAUX, CHAIRMAN OF THE EXECUTIVE BOARD AND MEMBER OF THE EXECUTIVE BOARD FOR FISCAL YEAR 2024

a) Components of Mr Jean-Charles Decaux's compensation for the 2024 fiscal year

Fixed compensation

For the 2024 fiscal year, the Supervisory Board meeting of 6 March 2024, on the proposal of the Compensation and Nominating Committee, decided to increase by +2% the fixed compensation for Mr Jean-Charles Decaux. As a result, the fixed compensation of Mr Jean-Charles Decaux is €1,096,938.

Annual variable compensation

Determination and payment criteria:

For the 2024 fiscal year, the variable compensation of Mr Jean-Charles Decaux could reach 150% of his annual fixed compensation ("the cap"), including:

Financial criteria:

- 30% maximum of the ceiling linked to the evolution of the Group's adjusted consolidated EBIT in 2024, broken down as follows:
 - maximum 15% of the ceiling linked to the evolution of the EBIT compared to the 2023 actual
 - maximum 15% of the ceiling linked to the evolution of the EBIT compared to the 2024 budget.

- 15% maximum of the ceiling linked to the evolution of the Group's operating margin compared to the 2024 budget.
- 15% maximum of the ceiling linked to the achievement of the Group's operating margin-to-revenue ratios by segment on an adjusted basis as provided for in the 2024 budget.

CSR criteria:

• 15% maximum of the ceiling linked to CSR objectives.

Strategic criteria:

 25% of the annual fixed compensation, at the discretion of the Supervisory Board on the proposal of the Compensation and Nominating Committee, in respect of Group Management's strategic achievements related to the renewal of strategic contracts, the signature of new contracts, the acquisition of companies and the execution of the digital strategy.



Achievement level:

| FINANCIAL CRITERIA | WEIGHTING ⁽¹⁾ | ACHIEVEMENT LEVEL |
|---|--------------------------|------------------------|
| CHANGE IN THE GROUP'S ADJUSTED CONSOLIDATED EBIT IN 2024 | 30.00% | 30.00% |
| COMPARED TO 2023 ACTUAL | 15.00% | 15.00% |
| 15% maximum of the ceiling linked to the evolution of the EBIT compared to the 2023 actual: | | |
| - 0% if it grows by less than 2% | | |
| - Linear growth if it grows between 2% and 10% | | |
| 15% if it grows by at least 10% COMPARED TO THE 2024 BUDGET | 15.00% | 15.00% |
| | 15.00 % | 15.00 % |
| 15% maximum of the ceiling linked to the evolution of the EBIT compared to the 2024 budget: | | |
| - 0% if it is less than 95% of the 2024 budget | | |
| - Linear growth if between 95% and 100% of the 2024 budget | | |
| - 15% if it is at least equal to 100% of the 2024 budget | | |
| EVOLUTION OF THE GROUP'S OPERATING MARGIN COMPARED TO THE 2024 BUDGET | 15.00% | 15.00% |
| 15% maximum of the ceiling linked to the evolution of the Group's operating margin compared to the 2024 budget: | | |
| - 0% if below 95% of the 2024 budget | | |
| - Linear growth if between 95% and 100% of the 2024 budget | | |
| - 15% if it is at least equal to 100% of the 2024 budget | | |
| ACHIEVEMENT OF THE 2024 BUDGET FOR THE GROUP'S RATIOS OF OPERATING MARGIN TO REVENUE BY MARKET SEGMENT ON AN ADJUSTED BASIS | 15.00% | 15.00% |
| 15% maximum of the ceiling linked to the achievement of the Group's operating margin-to-revenue ratios for each segment on an adjusted basis as forecast in the 2024 budget and within the sub-limit of 5% for each of the three segments: | | |
| - 0% if such a ratio is below 97.5% of the ratio in the 2024 budget | | |
| - Linear growth if this ratio is between 97.5% and 100% of the 2024 budget | | |
| - 5% if the ratio is at least equal to 100% of the 2024 budget for the segment concerned | | |
| TOTAL | 60.00% | 60.00% |
| EXTRA-FINANCIAL CRITERIA | WEIGHTING ⁽¹⁾ | ACHIEVEMENT LEVEL |
| CSR CRITERIA | | |
| EXTRA-FINANCIAL PERFORMANCE | 2.00% | 2.00% |
| Remaining in EF indices (Focus CDP/EcoVadis) | | |
| DEPLOYMENT OF THE 2030 CSR STRATEGY | 3.00% | 3.00% |
| - Climate strategy: promote the renovation of furniture (scope 3 and LED action plan: extinctions). | | |
| - Deploy the Group's social policy and ensure compliance with the Charter of International Social Values. | | |
| Maintain or increase the proportion of women in governing bodies (34.1% in 2023) ENVIRONMENTAL FOOTPRINT | 5.00% | 5.00% |
| Furniture: 31.8% reduction in our carbon emissions linked to furniture in absolute terms by the end of 2024 (vs. 2019), <i>i.e.</i> 166.5 ktC02eq-Location-Based (before deduction of green electricity) | 5.00 % | 5.0076 |
| Green electricity: 100% of our consumption covered by renewable energy (annual objective) | | |
| Buildings: 16.5% reduction in building-related energy consumption by the end of 2024 (vs. 2019), i.e. 39.1 GWh | | |
| Vehicles: 11% reduction in vehicle-related emissions (gC002/km) compared with 2019, i.e. 224 gC02/km | | |
| - Recovered waste: 90.9% of waste recovered | | |
| RESPONSIBLE BUSINESS ENVIRONMENT | 5.00% | 3.50% |
| Health & Safety | 3.00% | 1.50% |
| • 20% reduction in the Group's occupational accident frequency rate by the end of 2024 (vs. 2019), <i>i.e.</i> 14 accidents per million hours worked | | |
| Visits and communications by Group Management on the theme of health and safety and well-being at work | | |
| RESPONSIBLE PURCHASING | 2.00% | 2.00% |
| Update of purchasing risk mapping 100% of key supplier assessments completed by the end of 2024 100% of key suppliers have signed the code of conduct by the end of 2024 | | |
| TOTAL | 15.00% | 13.50% |
| STRATEGIC CRITERIA | | |
| STRATEGIC ACHIEVEMENTS 2024 | 25.00% | 25.00% |
| 25% maximum of the ceiling, at the discretion of the Supervisory Board on the proposal of the Compensation and | 20.0070 | 20.0070 |
| Nominating Committee: - the renewal of strategic contracts, the signing of new contracts; - the acquisition of companies; - the execution of the digital strategy. | | |
| | 05.000/ | 25.00% |
| ΤΟΤΔΙ | 75 11102 | |
| TOTAL | 25.00% | 98.50% OF THE CEILING, |

The Supervisory Board, on the recommendation of the Compensation and Nominating Committee, decided to award Mr Jean-Charles Decaux, 98.50% of the ceiling of his annual fixed compensation with regard to the achievement of the financial criteria, ESG and the main strategic achievements of 2024, more particularly through the gains or renewals of contracts in various countries, the continuous optimisation of the Group's portfolio, the optimisation of external growth operations, the continuation of digital and programmatic activities, the optimisation of the Group's Financial structure, and the strengthening of the Group's ESG approach.

For the 2024 fiscal year, the variable compensation of Mr Jean-Charles Decaux amounted to €1,620,726.16.

| Exceptional compensation | Allocation of stock options or share purchase options |
|---|--|
| None | None |
| Compensation granted for the position of director/Supervisory Board member | Mr Jean-Charles Decaux does not have any stock options, having waived his entitlement since the Company's IPO in 2001. |
| None | Supplementary pension scheme/Life Assurance |
| | Mr Jean-Charles Decaux has a life insurance policy. |
| Fringe benefits | |
| Fringe benefits include a company vehicle in France. | Severance pay |
| | None |
| Performance shares | |
| | |

None

Mr Jean-Charles Decaux does not hold any performance shares, having waived his entitlement since the Company's IPO in 2001.

b) Summary of the compensation of Mr Jean-Charles Decaux

1. Summary of the compensation, options and shares granted to Mr Jean-Charles Decaux by JCDecaux SE and controlled companies (Table 1 of the Corporate Governance Code)

| In euros | 2023 | 2024 |
|--|-----------|-----------|
| Compensation granted for the fiscal year (listed in the following table) | 2,411,934 | 2,738,040 |
| Valuation of stock options granted during the year | 0 | 0 |
| Valuation of performance shares granted during the year | 0 | 0 |
| Valuation of other long-term compensation plans | 0 | 0 |
| TOTAL | 2,411,934 | 2,738,040 |
| CHANGE COMPARED WITH YEAR N-1 | (8.71%) | +13.52% |

2. Summary of compensation awarded and paid to Mr Jean-Charles Decaux by JCDecaux SE and controlled companies (Table 2 of the Corporate Governance Code)

| | 202 | 3 | 2024 | | |
|---|--|--|--|--|--|
| In euros | AMOUNTS GRANTED FOR THE 2023 FISCAL YEAR | AMOUNTS PAID DURING THE 2023 FISCAL YEAR | AMOUNTS GRANTED FOR THE 2024 FISCAL YEAR | AMOUNTS PAID DURING THE 2024 FISCAL YEAR | |
| Fixed compensation | 1,075,430 | 1,075,430 | 1,096,938 | 1,096,938 | |
| Annual variable compensation | 1,315,512 ^[1] | 1,565,699 ^[2] | 1,620,726 ^[3] | 1,315,512 ⁽¹⁾ | |
| Long-term variable compensation | 0 | 0 | 0 | 0 | |
| Exceptional compensation | 0 | 0 | 0 | 0 | |
| Compensation allocated for directorship | 0 | 0 | 0 | 0 | |
| Fringe benefits ⁽⁴⁾ | 4,669 | 4,669 | 4,053 | 4,053 | |
| Life insurance/Special retirement | 16,323 | 16,323 | 16,323 | 16,323 | |
| TOTAL | 2,411,934 | 2,662,121 | 2,738,040 | 2,432,826 | |

Variable compensation paid in 2024 in respect of fiscal year 2023, *i.e.* 81.55% of the ceiling of his annual fixed compensation (Mr Jean-Charles Decaux could not exceed 150% of his annual fixed compensation for fiscal year 2023). This compensation was paid following the approval of the 16th resolution by the General Meeting of Shareholders of 7 May 2024.
 Variable compensation paid in 2023 in respect of fiscal year 2022, *i.e.* 148.50% of the annual fixed compensation (Mr Jean-Charles Decaux could not exceed 150% of his annual fixed compensation for fiscal year 2022). This compensation was paid following the approval of the 15th resolution by the General Meeting of Shareholders of 16 May 2023.

(3) Variable compensation to be paid in 2025 for the 2024 fiscal year, subject to the approval of the 2025 General Meeting of Shareholders.

[4] Corresponds to one company vehicle.

3. Relative proportion of fixed and variable compensation

Out of a total amount of compensation awarded to Mr Jean-Charles Decaux for the 2024 fiscal year of €2,738,040 the fixed compensation represents 40.06% and the variable compensation represents 59.19%.

4. Return of variable compensation

In accordance with Article L. 22-10-9 I paragraph 3 of the French Commercial Code, it is not planned to use the possibility of requesting the restitution of the variable compensation of Mr Jean-Charles Decaux.

5. Summary of the compensation paid to Mr Jean-Charles Decaux by JCDecaux Holding

JCDecaux Holding paid Mr Jean-Charles Decaux, in respect of his office as Managing Director (since 4 April 2024) and Chairman (until 4 April 2024) of JCDecaux Holding, the following amounts:

- for the 2024 fiscal year: fixed compensation of €200,000
- for the 2023 fiscal year: fixed compensation of €200,000.

10. Other information (Table 11 of the Corporate Governance Code)

6. Allocation of stock options or share purchase options granted to Mr Jean-Charles Decaux during the fiscal year

None

7. Stock options or share purchase options exercised by Mr Jean-Charles Decaux during the fiscal year

None

8. Performance shares granted to Mr Jean-Charles Decaux during the fiscal year

None

9. Performance shares granted to Mr Jean-Charles Decaux which became available during the fiscal year

None

| EMPLOYMEN | I CONTRACT | SUPPLEMENT, SCH | | COMPENSATION O OR LIKELY TO CEASING OR CH | | COMPENSATION NON-COMPET | |
|-----------|--------------|--------------------|--------------|---|--------------|----------------------------|--------------|
| yes | no | yes | no | yes | no | yes | no |
| | \checkmark | | \checkmark | | \checkmark | | \checkmark |

11. Compensation equity ratios concerning Mr Jean-Charles Decaux

As a preliminary point, it should be noted that the Company refers to the AFEP guidelines for the calculation of the ratios mentioned in Article L. 22-10-9 I of the French Commercial Code.

For each corporate officer, the scope of employees taken as a comparison as well as the compensation taken into account for the calculation of the ratio are as follows:

- Scope of employees taken as a comparison:
- (i) Scope of the listed company (JCDecaux SE):

Only employees of JCDecaux SE (excluding corporate officers), who have been present in the Company's headcount over at least two years, and that hold an employment contract (fixed term or permanent contracts) are taken into account for the calculation of equity ratios.

As at 31 December 2024, this headcount represented a total of 412 employees out of a total France headcount of 559 employees.

(ii) Extended scope:

Employees of JCDecaux SE, JCDecaux France and Cyclocity[®] (excluding corporate officers), who have been present in the Company's headcount for at least two years and who hold an employment contract (fixed term or permanent contracts) are taken into account for the calculation of equity ratios.

As at 31 December 2024, this headcount represented a total of 2,448 employees out of a total France headcount of 3,231 employees.

• Compensation taken into account for the calculation of the ratio:

The compensation used to calculate the ratio is the gross compensation paid during the fiscal year.

- With regard to employees (of the listed company scope or extended scope), the components of compensation taken into account are as follows:
 - Fixed compensation
 - Annual variable compensation
 - Exceptional variable compensation
 - Allocation of performance shares
 - > Value of fringe benefits (company car)
 - Employee savings.

It should be noted that in 2020 and 2021, in the context of the Covid-19 health crisis, some employees were placed under partial employment. Consequently, their fixed compensation takes into account the impact of this partial employment.

- With regard to corporate officers, the components of compensation taken into account are as follows:
 - Fixed compensation⁽¹⁾
 - Annual variable compensation
 - > Allocation of performance shares
 - > Value of fringe benefits
 - > Life/retirement insurance.

| TABLE OF RATIOS IN RESPECT OF I. 6° AND 7° OF ARTICLE L. 2 | 2-10-9 OF THE FRE | NCH COMMERCIA | L CODE | | |
|---|--|--|--|--|--|
| | FISCAL YEAR N-5 2020 <i>VS</i> 2019 | FISCAL YEAR N-4 2021 <i>VS</i> 2020 | FISCAL YEAR N-3 2022 <i>VS</i> 2021 | FISCAL YEAR N-2 2023 <i>VS</i> 2022 | FISCAL YEAR N-1 2024 <i>VS</i> 2023 |
| Change (%) in of the compensation of Mr Jean-Charles Decaux, Chairman of the Executive Board | (11.1%) | 21.1% | 67.9% | 13.7% | (8.6%) |
| INFORMATION ON THE SCOPE OF THE LISTED COMPANY (JCDE | CAUX SE) | | | | |
| Change (as %) in average employee compensation | (1.20%) | (5.20%) | 16.00% | 11.4% | 5.5% |
| Change (as %) in median employee compensation | (1.10%) | (7.40%) | 19.00% | 12.1% | 1.7% |
| Ratio compared to average employee compensation | 25.5 | 21.2 | 30.7 | 31.3 | 27.2 |
| Change (as %) compared to the previous fiscal year | (9.90%) | (16.90%) | 44.80% | 2.0% | (13.1%) |
| Ratio compared to median employee compensation | 30.0 | 25.5 | 36.0 | 36.5 | 32.8 |
| Change (as %) compared to the previous fiscal year | (10.20%) | (15.00%) | 41.2% | 1.4% | (10.1%) |
| ADDITIONAL INFORMATION ON THE EXTENDED SCOPE | | | | | |
| Change (as %) in average employee compensation | (1.50%) | 4.00% | 13.20% | 8.8% | 7.3% |
| Change (as %) in median employee compensation | (0.9%) | 9.8% | 13.20% | 9.5% | 3.7% |
| Ratio compared to average employee compensation | 42.4 | 32.1 | 47.7 | 49.8% | 42.4 |
| Change (as %) compared to the previous fiscal year | (12.40%) | (24.30%) | 48.6% | 4.4% | (14.9%) |
| Ratio compared to median employee compensation | 58.9 | 42.3 | 62.8 | 65.2 | 57.5 |
| Change (as %) compared to the previous fiscal year | (10.40%) | (28.20%) | 48.5% | 3.8% | (11.8%) |
| COMPANY PERFORMANCE | | | | | |
| Financial criterion: Consolidated net income (Group share) | €(604.6) million | €(14.5) million | €132.1 million | €209.2 million | €258.9 million |
| Change (as %) compared to the previous fiscal year | (327.70%) | +97.60% | +1,008.80% | +58.3% | +23.8% |

¹¹ As a reminder: in 2020, in the context of the Covid-19 health crisis, the Executive Board meeting of 2 April 2020 proposed to the Supervisory Board to reduce the fixed compensation initially decided by the Supervisory Board for the fiscal year 2020, by a percentage equal to 25% of its gross amount, with retroactive effect from 1 January 2020 and for a period ending on 31 December 2020, for each member of the Executive Board. The Supervisory Board meeting of 14 May 2020 decided to decrease the compensation proposed to members of the Executive Board.

III. INFORMATION CONCERNING THE COMPENSATION OF MR JEAN-FRANCOIS DECAUX, MANAGING DIRECTOR, FOR FISCAL YEAR 2024

a) Components of Mr Jean-François Decaux's compensation for the 2024 fiscal year

Fixed compensation

For the 2024 fiscal year, the Supervisory Board meeting of 6 March 2024, on the proposal of the Compensation and Nominating Committee, decided to increase the fixed compensation for Jean-François Decaux by 2%. Thus, the fixed compensation for Jean-François Decaux is €1,096,938.

Annual variable compensation

Determination and payment criteria:

For the 2024 fiscal year, the variable compensation of Mr Jean-François Decaux could reach 150% of his annual fixed compensation ("the ceiling"), including:

Financial criteria:

- 30% maximum of the ceiling linked to the evolution of the Group's adjusted consolidated EBIT in 2024, broken down as follows:
 - maximum 15% of the ceiling linked to the evolution of the EBIT compared to the 2023 actual
 - maximum 15% of the ceiling linked to the evolution of the EBIT compared to the 2024 budget.

- 15% maximum of the ceiling linked to the evolution of the Group's operating margin compared to the 2024 budget.
- 15% maximum of the ceiling linked to the achievement of the Group's operating margin-to-revenue ratios by segment on an adjusted basis as provided for in the 2024 budget.

CSR criteria:

• 15% maximum of the ceiling linked to CSR objectives.

Strategic criteria:

 25% of the annual fixed compensation, at the discretion of the Supervisory Board on the proposal of the Compensation and Nominating Committee, in respect of Group management's strategic achievements related to the renewal of strategic contracts, the signature of new contracts, the acquisition of companies and the execution of the digital strategy. Achievement level:

| COMPARED TO 2022 ACTUAL SYM matrimut of the circling linked to the evolution of the EBT compared to the 2023 actual: With a grows by less than 28. Linker growsh the circling linked to the evolution of the EBT compared to the 2024 budget. SyM if a grows by at least 10%. SyM if a grows by at least 10%. SyM if a grows by at least 10%. SyM if a loss than 95% with 2024 budget. SyM if a loss than 95% with 2024 budget. SyM if a loss than 95% with 2024 budget. SyM if a loss than 95% with 2024 budget. SyM if a loss than 95% with 2024 budget. SyM if a loss than 95% with 2024 budget. SyM if a loss that equals to 100% of the 2024 budget. SyM if a loss that equals to 100% of the 2024 budget. SyM if a loss that equals to 100% of the 2024 budget. SyM if a loss that equals to 100% of the 2024 budget. SyM if a loss that equals to 100% of the 2024 budget. SyM if a loss that equals to 100% of the 2024 budget and within the sub-link of SyM for each of the forus segment and substate dasts is shore-set in the 2024 budget and within the sub-link of SyM for each of the forus segment concerned. SyM if a loss that exists is bate 75% and 100% of the 2024 budget for the segment concerned. SyM if a loss that exists is bate 75% and 100% of the 2024 budget for the segment concerned. SyM if a loss that 25% budget and within the sub-link of SyM for each of the forus segment concerned. SyM if a loss that 25% budget and the sub-link of SyM for each of the forus segment concerned. SyM if a loss that 25% budget and 10% of the 2024 budget and within the sub-link of SyM for | FINANCIAL CRITERIA | WEIGHTING ⁽¹⁾ | ACHIEVEMENT LEVEL |
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| Remaining in EF indices (Focus CDP/EcoVadis) 3.00% 3.00% • DEPLOYMENT OF THE 2030 CSR STRATEGY 3.00% 3.00% • Climate strategy: promote the renovation of furniture (scope 3 and LED action plan: extinctions) 5.00% 5.00% • Deploy the Group's social policy and ensure compliance with the Charter of International Social Values 5.00% 5.00% • ENVIRONMENTAL FOOTPRINT 5.00% of our carbon emissions linked to furniture in absolute terms by the end of 2024 (vs. 2019), <i>i.e.</i> 39.1 GWh 5.00% 3.50 • Green electricity: 100% of our consumption covered by renewable energy lannual objective) 5.00% 3.50 • Recovered waste: 90.9% of waste recovered 5.00% 3.50 restsponSIBLE BUSINESS ENVIRONMENT 5.00% 3.50% • Stist and communications by Group Management on the theme of health and safety and well-being at work 2.00.00% 2.00.00% • Ubdgt ef purchasing risk mapping 15.00% 3.50% 3.50% • 100% of key supplier assessments completed by the end of 2024 (vs. 2019, <i>i.e.</i> 14 accidents per million hours worked] 15.00% 3.50% • 100% of key supplier assessments completed by the end of 2024 (vs. 2019, <i>i.e.</i> 14 accidents per million hours worked] 15.00% 3.50% • 100% of key supplier assessments completed by the end of 2024 (vs. 2019, <i>i.e.</i> | EXTRA-FINANCIAL PERFORMANCE | 2 00% | 2.00% |
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| million hours worked) 1 | Health & Safety | 3.00% | 1.50% |
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| 100% of key suppliers have signed the code of conduct by the end of 2024 TOTAL STRATEGIC CRITERIA STRATEGIC ACHIEVEMENTS 2024 25.00% 25% maximum of the ceiling, at the discretion of the Supervisory Board on the proposal of the Compensation and Nominating Committee: - The renewal of strategic contracts, the signing of new contracts - The acquisition of companies - The execution of the digital strategy | | 2.00.00 /8 | 2 70 |
| TOTAL 15.00% 13.50 STRATEGIC CRITERIA 25.00% 25.00% STRATEGIC ACHIEVEMENTS 2024 25.00% 25.00% 25% maximum of the ceiling, at the discretion of the Supervisory Board on the proposal of the Compensation and Nominating Committee: 25.00% 25.00% - The renewal of strategic contracts, the signing of new contracts - The acquisition of companies - The execution of the digital strategy | | | |
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| STRATEGIC ACHIEVEMENTS 2024 25.00% 25.00 25% maximum of the ceiling, at the discretion of the Supervisory Board on the proposal of the Compensation and Nominating Committee: - - - The renewal of strategic contracts, the signing of new contracts - - - - The acquisition of companies - - - - The execution of the digital strategy - - - | TOTAL | 15.00% | 13.50% |
| 25% maximum of the ceiling, at the discretion of the Supervisory Board on the proposal of the Compensation and Nominating Committee: The renewal of strategic contracts, the signing of new contracts The acquisition of companies The execution of the digital strategy | STRATEGIC CRITERIA | | |
| Nominating Committee: - The renewal of strategic contracts, the signing of new contracts - The acquisition of companies - The execution of the digital strategy | STRATEGIC ACHIEVEMENTS 2024 | 25.00% | 25.00% |
| The renewal of strategic contracts, the signing of new contracts The acquisition of companies The execution of the digital strategy | | | |
| The acquisition of companies The execution of the digital strategy | - | | |
| - The execution of the digital strategy | | | |
| | | | |
| TOTAL 25.00% 25.00 | | 05.000/ | 05.000 |

| TOTAL | 25.00% | 25.00% 98.50% OF THE |
|------------------------|---------|---------------------------------------|
| TOTAL FOR ALL CRITERIA | 100.00% | CEILING, <i>I.E.</i> €1,620,726.16 |

⁽¹⁾ The Supervisory Board considers it can not disclose these criteria in greater detail as they are closely linked to the Company's strategy.

The Supervisory Board, on the recommendation of the Compensation and Nominating Committee, decided to award Mr Jean-François Decaux, 98.50% of the ceiling of his annual fixed compensation with regard to the achievement of the financial criteria, ESG and the main strategic achievements of 2024, more particularly through the gains or renewals of contracts in various countries, the continuous optimisation of the Group's portfolio, the optimisation of external growth operations, the continuation of digital and programmatic activities, the optimisation of the Group's ESG approach.

For the 2024 fiscal year, the variable compensation of Mr Jean-François Decaux amounted to €1,620,726.16.

| Exceptional compensation | Allocation of stock options or share purchase options |
|---|---|
| None | None |
| Compensation granted for the position of director/Supervisory Board member | Mr Jean-François Decaux does not have any stock options or share purchase options, having waived his entitlement since the IPO in 2001. |
| None | |
| | Supplementary pension scheme/Life Assurance |
| Fringe benefits | None |
| None | |
| | Severance pay |
| Performance shares | None |
| None | |
| Mr Jean-François Decaux does not hold any performance shares, | |

having waived his entitlement since the Company's IPO in 2001.

b) Summary of the compensation of Mr Jean-François Decaux

1. Summary of compensation and options and shares granted to Mr Jean-François Decaux by JCDecaux SE and controlled companies (Table 1 of the Corporate Governance Code)

| In euros | 2023 | 2024 |
|--|-----------|-----------|
| Compensation granted for the fiscal year (listed in the following table) | 2,390,942 | 2,717,664 |
| Valuation of stock options granted during the year | 0 | 0 |
| Valuation of performance shares granted during the year | 0 | 0 |
| Valuation of other long-term compensation plans | 0 | 0 |
| TOTAL | 2,390,942 | 2,717,664 |
| CHANGE COMPARED WITH YEAR N-1 | (10.8%) | +13.7% |

2. Summary of compensation awarded and paid to Mr Jean-François Decaux by JCDecaux SE and controlled companies (Table 2 of the Corporate Governance Code)

| | 202 | 3 | 2024 | | |
|---|--|--|--|--|--|
| In euros | AMOUNTS GRANTED FOR THE 2023 FISCAL YEAR | AMOUNTS PAID DURING THE 2023 FISCAL YEAR | AMOUNTS GRANTED FOR THE 2024 FISCAL YEAR | AMOUNTS PAID DURING THE 2024 FISCAL YEAR | |
| Fixed compensation | 1,075,430 | 1 075 430 | 1,096,938 | 1,096,938 | |
| Annual variable compensation | 1,315,512 ^[2] | 1,565,699 ^[1] | 1,620,726 ^[3] | 1,315,512 ^[2] | |
| Long-term variable compensation | 0 | 0 | 0 | 0 | |
| Exceptional compensation | 0 | 0 | 0 | 0 | |
| Compensation allocated for directorship | 0 | 0 | 0 | 0 | |
| Fringe benefits | 0 | 0 | 0 | 0 | |
| Life insurance/Special retirement | 0 | 0 | 0 | 0 | |
| TOTAL | 2.390.942 | 2.641.129 | 2.717.664 | 2.412.450 | |

(1) Variable compensation paid in 2023 in respect of the 2022 fiscal year, i.e. 148.50% of the annual fixed compensation (the variable compensation of Mr Jean-François Decaux could not exceed 150% of his annual fixed compensation for fiscal year 2022). This compensation was paid following the approval of the 16th resolution by the General Meeting of Shareholders of 16 May 2023.

Variable compensation paid in 2024 in respect of fiscal year 2023, i.e. 81.55% of the ceiling of his annual fixed compensation (the variable compensation of Mr Jean-François Decaux could not exceed 150% of his annual fixed compensation for fiscal year 2023). This compensation was paid following the approval of the 15th resolution by the General Meeting of Shareholders of 7 May 2024.

[3] Variable compensation to be paid in 2025 for the 2024 fiscal year, subject to the approval of the 2025 General Meeting of Shareholders.

3. Relative proportion of fixed and variable compensation

Out of a total amount of compensation awarded to Mr Jean-François Decaux in respect of the 2024 fiscal year of €2,717,664, the None fixed compensation represents 40.36% and the variable compensation represents 59.64%.

4. Return of variable compensation

In accordance with Article L. 22-10-9 I paragraph 3 of the French Commercial Code, it is not planned to use the possibility of requesting the restitution of the variable compensation of Mr Jean-François Decaux.

5. Summary of the compensation paid to Mr Jean-François Decaux by JCDecaux Holding

JCDecaux Holding paid Mr Jean-François Decaux in respect of his office as Managing Director (since 6 April 2023) of JCDecaux Holding, the following amounts:

- for the 2024 fiscal year: fixed compensation of €200,000
- for the 2023 fiscal year: fixed compensation of €200,000.

10. Other information (Table 11 of the Corporate Governance Code)

6. Allocation of stock options or share purchase options granted to Mr Jean-François Decaux during the fiscal year

7. Stock options or share purchase options exercised by Mr Jean-François Decaux during the fiscal year

None

8. Performance shares granted to Mr Jean-François Decaux during the fiscal year

None

9. Performance shares granted to Mr Jean-François Decaux which became available during the fiscal year

None

| EMPLOYMEN | T CONTRACT | SUPPLEMENT/ SCHI | | COMPENSATION C OR LIKELY TO CEASING OR CH | BE DUE FOR | COMPENSATION RELATING TO A NON-COMPETITION CLAUSE |
|-----------|--------------|---------------------|--------------|---|--------------|--|
| yes | no | yes | no | yes | no | no |
| | \checkmark | | \checkmark | | \checkmark | ~ |

11. Compensation equity ratios concerning Mr Jean-François Decaux

As a preliminary point, it should be noted that the Company refers to the AFEP guidelines for the calculations of the ratios mentioned in Article L. 22-10-9 I of the French Commercial Code.

For each corporate officer, the scope of employees taken as a comparison as well as the compensation taken into account for the calculation of the ratio are as follows:

- Scope of employees taken as a comparison:
- (i) Scope of the listed company (JCDecaux SE):

Only employees of JCDecaux SE (excluding corporate officers) who have been present in the Company's headcount for at least two years and who hold an employment contract (fixed term or permanent contracts) are taken into account for the calculation of equity ratios.

As at 31 December 2024, this headcount represented a total of 412 employees out of a total France headcount of 559 employees.

(ii) Extended scope:

Employees of JCDecaux SE, JCDecaux France and Cyclocity® (excluding corporate officers), who have been present in the Company's headcount for at least two years and who hold an employment contract (fixed term or permanent contracts) are taken into account for the calculation of equity ratios.

As at 31 December 2024, this headcount represented a total of 2,448 employees out of a total France headcount of 3,231 employees.

• Compensation taken into account for the calculation of the ratio:

The compensation used to calculate the ratio is the gross compensation paid during the fiscal year.

- With regard to employees (of the listed company scope or extended scope), the components of compensation taken into account are as follows:
 - > Fixed compensation
 - > Annual variable compensation
 - > Exceptional variable compensation
 - Allocation of performance shares
 - > Value of fringe benefits (company car)
 - Employee savings.

It should be noted that in 2020 and 2021, in the context of the Covid-19 health crisis, some employees were placed under partial employment. Consequently, their fixed compensation takes into account the impact of this partial employment.

- With regard to corporate officers, the components of compensation taken into account are as follows:
 - Fixed compensation⁽¹⁾
 - > Annual variable compensation
 - > Allocation of performance shares
 - > Value of fringe benefits
 - > Life/retirement insurance.

| TABLE OF RATIOS IN RESPECT OF I. 6° AND 7° OF ARTICLE L. 22 | 2-10-9 OF THE FRE | NCH COMMERCIA | L CODE | | |
|--|--|--|--|--|--|
| | FISCAL YEAR N-5 2020 <i>VS</i> 2019 | FISCAL YEAR N-4 2021 <i>VS</i> 2020 | FISCAL YEAR N-3 2022 <i>VS</i> 2021 | FISCAL YEAR N-2 2023 <i>VS</i> 2022 | FISCAL YEAR N-1 2024 <i>VS</i> 2023 |
| Change (%) in of the compensation of Mr Jean-François Decaux, Managing Director | (10.90%) | (20.40%) | 64.90% | 11.0% | (8.7%) |
| INFORMATION ON THE SCOPE OF THE LISTED COMPANY (JCDE | CAUX SE) | | | | |
| Change (as %) in average employee compensation | (1.20%) | (5.20%) | 16.00% | 11.4% | 5.5% |
| Change (as %) in median employee compensation | (1.10%) | (7.40%) | 19.00% | 12.1% | 1.7% |
| Ratio compared to average employee compensation | 26.1 | 22 | 31.2 | 31.1 | 26.9 |
| Change (as %) compared to the previous fiscal year | (10.00%) | (15.70%) | 41.80% | (0.3%) | (13.5%) |
| Ratio compared to median employee compensation | 30.8 | 26.4 | 36.6 | 36.2 | 32.5 |
| Change (as %) compared to the previous fiscal year | (9.70%) | (14.30%) | 38.60% | (1.1%) | (10.2%) |
| ADDITIONAL INFORMATION ON THE EXTENDED SCOPE | | | | | |
| Change (as %) in average employee compensation | 1.50% | 4.00% | 13.20% | 8.8% | 7.3% |
| Change (as %) in median employee compensation | (0.9%) | 9.8% | 13.20% | 9.5% | 3.7% |
| Ratio compared to average employee compensation | 43.5 | 33.3 | 48.4 | 49.4 | 42.1 |
| Change (as %) compared to the previous fiscal year | (12.10%) | (23.40%) | 45.30% | 2.1% | (14.8%) |
| Ratio compared to median employee compensation | 60.4 | 43.8 | 63.8 | 64.7 | 57.0 |
| Change (as %) compared to the previous fiscal year | (10.10%) | (27.50%) | 45.70% | 1.4% | (11.9%) |
| COMPANY PERFORMANCE | | | | | |
| Financial criterion: Consolidated net income (Group share) | €(604.6) million | €(14.5) million | €132.1 million | €209.2 million | €258.9 million |
| Change (as %) compared to the previous fiscal year | (327.70%) | + 97.60% | +1,008.80% | +58.3% | +23.8% |

⁽¹⁾ As a reminder: in 2020, in the context of the Covid-19 health crisis, the Executive Board meeting of 2 April 2020 proposed to the Supervisory Board to reduce the fixed compensation initially decided by the Supervisory Board for the fiscal year 2020, by a percentage equal to 25% of its gross amount, with retroactive effect from 1 January 2020 and for a period ending on 31 December 2020, for each member of the Executive Board. The Supervisory Board meeting of 14 May 2020 decided to decrease the compensation proposed to members of the Executive Board.

IV. INFORMATION CONCERNING THE COMPENSATION OF MR EMMANUEL BASTIDE, MEMBER OF THE EXECUTIVE BOARD AND MANAGING DIRECTOR, ASIA, FOR FISCAL YEAR 2024

a) Components of Mr Emmanuel Bastide's compensation for the 2024 fiscal year

Fixed compensation

For the 2024 fiscal year, the Supervisory Board meeting of 6 March 2024, on the proposal of the Compensation and Nominating Committee, decided to increase by 2% the fixed compensation of Mr Emmanuel Bastide. Thus, the fixed compensation of Mr Emmanuel Bastide is €463,669.

Annual variable compensation

Determination and payment criteria:

For the 2024 fiscal year, the variable compensation could have reached 100% of his annual fixed compensation ("the ceiling"), of which:

Financial criteria

- 50% maximum of the ceiling linked to the evolution of the EBIT of the countries in his area of responsibility in 2024:
 - 25% maximum of the ceiling linked to the evolution of the EBIT of the countries in his area of responsibility compared to the 2023 actual;
 - 25% maximum of the ceiling linked to the evolution of the EBIT in his area of responsibility compared to the 2024 budget
- 25% maximum of the ceiling linked to the achievement of the operating margin-to-revenue ratios for each segment in his area of responsibility on an adjusted basis as provided for in the 2024 budget.
- 10% maximum of the ceiling linked to the evolution of the Group's operating margin compared to the 2024 budget.

CSR criteria:

• 15% of the ceiling linked to the achievement of CSR objectives.

Additional strategic achievements:

- If the 85% ceiling is not reached via the application of quantifiable criteria, additional variable compensation may be granted (within the limit of a total maximum variable compensation of 85% of the annual fixed compensation), in respect of:
 - participation in strategic achievements by Group management or the region under his responsibility (for example, the signing of new contracts, the renewal of strategic contracts, the acquisition of companies and the execution of the digital strategy); or
 - the achievement of specific objectives related to the departments under his responsibility and set by Mr Jean-Charles Decaux (for example, the signing of new contracts, the renewal of structuring contracts, the acquisition of companies, the execution of the digital strategy, the optimisation of organisations and investments in the region under his responsibility).

Achievement level:

| FINANCIAL CRITERIA | WEIGHTING ⁽¹⁾ | ACHIEVEMENT LEVEL |
|--|----------------------------|-------------------------------------|
| CHANGE IN EBIT FOR COUNTRIES IN HIS AREA OF RESPONSIBILITY | 50.00% | 0.00% |
| COMPARED TO 2023 ACTUAL | 25.00% | 0.00% |
| 25% maximum of the ceiling linked to the evolution of the compared to the 2023 actual: | | |
| - 0% if it grows by less than 2% | | |
| Linear growth if it grows between 2% and 10% | | |
| - 25% if it grows by at least 10% | | |
| COMPARED TO THE 2024 BUDGET | 25.00% | 0.00% |
| 25% maximum of the ceiling linked to the evolution of the compared to the 2024 budget: | | |
| - 0% if it is less than 95% of the 2024 budget | | |
| - Linear growth if between 95% and 100% of the 2024 budget | | |
| - 25% if it is at least equal to 100% of the 2024 budget | | |
| ACHIEVEMENT OF THE 2024 BUDGET FOR THE RATIOS OF OPERATING MARGIN-TO-REVENUE BY MARKET IN HIS AREA OF RESPONSIBILITY | 25.00% | 12.50% |
| 25% maximum of the ceiling linked to the achievement of the operating margin-to-revenue ratios for each segment in his area of responsibility on an adjusted basis as provided for in the 2024 budget and within the sub-limit of 8.33% for each of the three segments: | | |
| - 0% if such a ratio is below 97.5% of the ratio in the 2024 budget | | |
| Linear growth if this ratio is between 97.5% and 100% of the 2024 budget | | |
| - 8.33% if the ratio is at least equal to 100% of the 2024 budget for the segment concerned | | |
| CHANGE IN THE GROUP'S OPERATING MARGIN COMPARED TO THE 2024 BUDGET | 10.00% | 10.00 |
| - 0% if below 95% of the 2024 budget | | |
| - Linear growth if between 95% and 100% of the 2024 budget | | |
| - 10% if it is at least equal to 100% of the 2024 budget | | |
| TOTAL FINANCIAL CRITERIA | 85.00% | 22.50 |
| EXTRA-FINANCIAL CRITERIA | WEIGHTING | ACHIEVEMENT LEVE |
| CSR CRITERIA | | |
| EXTRA-FINANCIAL PERFORMANCE | 2.00% | 2.00% |
| Remaining in EF indices (Focus CDP/EcoVadis) | | |
| • ESG STRATEGY 2030 | 3.00% | 3.000 |
| - Climate strategy: promote the renovation of furniture (scope 3 and LED action plan: extinctions). | | |
| - Deploy the Group's social policy and ensure compliance with the Charter of International Social Values. | | |
| Maintain or increase the proportion of women in governing bodies (34.1% in 2023) TOWARDS AN OPTIMISED ENVIRONMENTAL FOOTPRINT | E 0.0% | F 000 |
| TOWARDS AN OPTIMISED ENVIRONMENTAL FOOTPRINT Furniture: 31.8% reduction in our carbon emissions linked to furniture in absolute terms by the end of 2024 (vs. | 5.00% | 5.00 |
| 2019), <i>i.e.</i> 166.5 ktCO2eq-Location-Based (before deduction of green electricity) | | |
| - Green electricity: 100% of our consumption covered by renewable energy (annual objective) | | |
| - Buildings: 16.5% reduction in building-related energy consumption by the end of 2024 (vs. 2019), i.e. 39.1 GWh | | |
| - Vehicles: 11% reduction in vehicle-related emissions (gC02/km) compared with 2019, i.e. 224 gC02/km | | |
| - Recovered waste: 90.9% of waste recovered | | |
| TOWARDS A RESPONSIBLE BUSINESS ENVIRONMENT | | |
| | 3.00% | 1.50 |
| Health & Safety | | |
| Health & Safety 20% reduction in the Group's occupational accident frequency rate by the end of 2024 (vs. 2019), <i>i.e.</i> 14 accidents per million hours worked | | |
| - 20% reduction in the Group's occupational accident frequency rate by the end of 2024 (vs. 2019), <i>i.e.</i> 14 accidents | | |
| 20% reduction in the Group's occupational accident frequency rate by the end of 2024 [vs. 2019], i.e. 14 accidents per million hours worked Visits and communications by Group Management on the theme of health and safety and well-being at work | 2.00% | 2.00 |
| 20% reduction in the Group's occupational accident frequency rate by the end of 2024 (vs. 2019), <i>i.e.</i> 14 accidents per million hours worked Visits and communications by Group Management on the theme of health and safety and well-being at work Responsible purchasing | | 2.004 |
| 20% reduction in the Group's occupational accident frequency rate by the end of 2024 (vs. 2019), <i>i.e.</i> 14 accidents per million hours worked Visits and communications by Group Management on the theme of health and safety and well-being at work Responsible purchasing | | 2.004 |
| 20% reduction in the Group's occupational accident frequency rate by the end of 2024 (vs. 2019), <i>i.e.</i> 14 accidents per million hours worked Visits and communications by Group Management on the theme of health and safety and well-being at work Responsible purchasing Update of purchasing risk mapping | | 2.004 |
| 20% reduction in the Group's occupational accident frequency rate by the end of 2024 [vs. 2019], i.e. 14 accidents per million hours worked Visits and communications by Group Management on the theme of health and safety and well-being at work Responsible purchasing Update of purchasing risk mapping 100% of key supplier assessments completed by the end of 2024 100% of key suppliers have signed the code of conduct by the end of 2024 | | |
| 20% reduction in the Group's occupational accident frequency rate by the end of 2024 [vs. 2019], <i>i.e.</i> 14 accidents per million hours worked Visits and communications by Group Management on the theme of health and safety and well-being at work Responsible purchasing Update of purchasing risk mapping 100% of key supplier assessments completed by the end of 2024 100% of key suppliers have signed the code of conduct by the end of 2024 | 2.00% | 13.50 |
| 20% reduction in the Group's occupational accident frequency rate by the end of 2024 (vs. 2019), <i>i.e.</i> 14 accidents per million hours worked Visits and communications by Group Management on the theme of health and safety and well-being at work Responsible purchasing Update of purchasing risk mapping 100% of key supplier assessments completed by the end of 2024 100% of key suppliers have signed the code of conduct by the end of 2024 | 2.00% | 2.009 13.509 36.009 29.109 |
| per million hours worked Visits and communications by Group Management on the theme of health and safety and well-being at work Responsible purchasing Update of purchasing risk mapping 100% of key supplier assessments completed by the end of 2024 | 2.00% 15.00% 100.00% | 13.50° 36.00° |

11 The Supervisory Board considers it can not disclose these criteria in greater detail as they are closely linked to the Company's strategy.

These regulated commitments were approved by the General

Meeting of Shareholders of 13 May 2015 (7th and 8th resolutions)

The Supervisory Board, on the recommendation of the Compensation and Nominating Committee, decided to award Mr Emmanuel Bastide, 65.1% of his annual fixed compensation with regard to the achievement of financial and ESG criteria and in respect of additional strategic achievements due to contract wins and renewals in Asia and in particular in China:

- the Shenzhen airport contract for 6 years
- the Macao airport contract for 10 years
- the Suzhou metro contract (lines 1, 2, 5 & 6) for 12 and a half years
- the MTR contract in Hong Kong for 5 years.

For the 2024 fiscal year, the variable compensation of Mr Emmanuel Bastide amounts to €301,674.88.

| Exceptional compensation None | Allocation of stock options or share purchase options None |
|---|---|
| Compensation granted for the position of director/Supervisory Board member None | Supplementary pension scheme/Life Assurance None |
| Fringe benefits In 2024, fringe benefits are related to the provision of a company car in Singapore. Mr Emmanuel Bastide also benefited from company accommodation in Singapore as well as payment of his children's school fees and return flights to France. | Severance pay In the event of termination of his employment contract, the Company may pay Mr Emmanuel Bastide, for a period of two years, a non-compete indemnity corresponding to 33% of his fixed and variable salary calculated on the average of the last twelve months preceding the date of termination of the contractual relationship. The Company has the option to release Mr Emmanuel Bastide from |
| Performance charge | his commitment in case of termination of employment, and not pay the related compensation as a result. |

Performance shares

The Executive Board meeting of 6 September 2024 granted 37,534 performance shares to Mr Emmanuel Bastide.

b) Summary of the compensation of Mr Emmanuel Bastide

1. Summary of compensation and options and shares granted to Mr Emmanuel Bastide by JCDecaux SE and controlled companies (Table 1 of the Corporate Governance Code)

| In euros | 2023 | 2024 |
|--|-----------|-----------|
| Compensation granted for the fiscal year (listed in the following table) | 1,019,367 | 942,430 |
| Valuation of stock options granted during the year | 0 | 0 |
| TOTAL | 1,019,367 | 942,430 |
| CHANGE COMPARED WITH YEAR N-1 | (17.00%) | (5.59%) |
| Valuation of performance shares granted during the year | 0 | 516,843 |
| Valuation of other long-term compensation plans | 0 | 0 |
| TOTAL | 1,019,367 | 1,479,273 |
| CHANGE COMPARED WITH YEAR N-1 | (17.00%) | +45,12% |

2. Summary of compensation awarded and paid to Mr Emmanuel Bastide by JCDecaux SE and controlled companies (Table 2 of the Corporate Governance Code)

| | 202 | 3 | 2024 | | |
|---|--|--|--|--|--|
| In euros | AMOUNTS GRANTED FOR THE 2023 FISCAL YEAR | AMOUNTS PAID DURING THE 2023 FISCAL YEAR | AMOUNTS GRANTED FOR THE 2024 FISCAL YEAR | AMOUNTS PAID DURING THE 2024 FISCAL YEAR | |
| Fixed compensation | 454,578 | 454,578 | 463,669 | 463,669 ^[1] | |
| Annual variable compensation | 370,764 [2] | 441,208 | 301,675 ^[3] | 370,764 ^[2] | |
| Long-term variable compensation | 0 | 0 | 0 | 0 | |
| Exceptional compensation | 0 | 0 | 0 | 0 | |
| Compensation allocated for directorship | 0 | 0 | 0 | 0 | |
| Fringe benefits ⁽⁴⁾ | 194,025 | 194,025 | 197,086 | 197,086 | |
| Life insurance/Special retirement | 0 | 0 | 0 | 0 | |
| TOTAL | 1,019,367 | 1,089,811 | 962,430 | 1,031,519 | |

 As an expatriate, Mr Emmanuel Bastide benefits from a contractual exchange rate guarantee clause. For 2024, and taking into account the appreciation of the Singapore dollar against the euro, this adjustment was negative by \$\$1,887. For 2023, and taking into account the appreciation of the Singapore dollar against the euro, the adjustment was ositive by S\$260.

Variable compensation paid in 2024 for fiscal year 2023, *i.e.* 81.56% of the annual fixed compensation (Mr Emmanuel Bastide's variable compensation could not exceed 100% of his annual fixed compensation for the 2023 fiscal year). This compensation was paid following the approval of the 17th resolution by the General Meeting of Shareholders of 7 May 2024.

Variable compensation to be paid in 2025 for the 2024 fiscal year, subject to the approval of the 2025 General Meeting of Shareholders.
 Corresponds to a company car and accommodation, the cost of return transport back to France and the payment of Mr Emmanuel Bastide's children's school fees.

3. Relative proportion of fixed and variable compensation

Out of a total amount of compensation awarded to Mr Emmanuel Bastide in respect of the 2024 fiscal year of €962,430 fixed compensation represents 48.18% and variable compensation represents 31.35%

4. Return of variable compensation

In accordance with Article L. 22-10-9 I paragraph 3 of the French Commercial Code, it is not planned to use the possibility of requesting the restitution of the variable compensation of Mr Emmanuel Bastide.

5. Summary of the compensation paid to Mr Emmanuel Bastide by JCDecaux Holding

JCDecaux Holding did not pay any compensation to Mr Emmanuel Bastide during the 2024 fiscal year, nor during the 2023 fiscal year.

8. Performance shares granted to Mr Emmanuel Bastide during the fiscal year

VALUATION OF SHARES ACCORDING TO THE METHOD USED FOR THE NUMBER OF SHARES CONSOLIDATED PLAN NUMBER AND GRANTED DURING THE FINANCIAL STATEMENTS PERFORMANCE ember of the Executive ACQUISITION DATE AVAILABILITY DATE CONDITIONS Board DATE FISCAL YEAR IN (€)* Date of the Executive Board's decision acknowledging the achievement of the Performance conditions performance conditions related in particular to the level of the Group's after the closing of the financial statements for No holding period other than that applicable to plan no. 2 of 6 Septemb Emmanuel Bastide 37.534 516.843 2024 operating margin and the the fiscal year ended 31 December 2026 and/or corporate officers* level of the Group's Free Cash Flow. after the closing of the financial statements for the fiscal year ended 31 December 2027

(*) Valuation of performance shares based on the fair value of the share determined by an independent actuary, i.e. €13.77

(**) The Supervisory Board meeting of 24 July 2024 decided that 35% of the shares must be held for the entire term of office of Mr Emmanuel Bastide in accordance with the provisions of Article L. 225-197-1 of the French Commercial Code.

In accordance with Article 27-2 of the AFEP-MEDEF Code, the portion of performance shares granted to Mr Emmanuel Bastide compared to the share capital is 0.017%.

6. Allocation of stock options or share purchase options granted to Mr Emmanuel Bastide during the fiscal year

None

7. Stock options or share purchase options exercised by Mr Emmanuel Bastide during the fiscal year

None

9. Performance shares granted to Mr Emmanuel Bastide which became available during the fiscal year

| Member of the Executive Board | PLAN NUMBER AND DATE | NUMBER OF SHARES THAT BECAME AVAILABLE DURING THE FISCAL YEAR |
|--|---|--|
| Emmanuel Bastide | Plan no. 1 of 23 July 2021 | 27,556* |
| * The Supervisory Board meeting of 28 July 2021 in accordance with Article L | 225-197-1 of the French Commercial Code | decided that the members of the Executive Board must |

* The Supervisory Board meeting of 28 July 2021, in accordance with Article L. 225-197-1 of the French Commercial Code, decided that the members of the Executive Board must keep at least 35% of the shares allocated to them in registered form for their entire term of office.

10. Other information (Table 11 of the Corporate Governance Code)

| EMPLOYMEN | T CONTRACT | SUPPLEMENT/ SCHI | | COMPENSATION O OR LIKELY TO CEASING OR CH | BE DUE FOR | COMPENSATION NON-COMPET | RELATING TO A |
|--------------|------------|---------------------|----|---|--------------|----------------------------|---------------|
| yes | no | yes | no | yes | no | yes | no |
| \checkmark | | | | | \checkmark | \checkmark | |

11. Compensation equity ratios concerning Mr Emmanuel Bastide

As a preliminary point, it should be noted that the Company refers to the AFEP guidelines for the calculations of the ratios mentioned in Article L. 22-10-9 I of the French Commercial Code.

For each corporate officer, the scope of employees taken as a comparison as well as the compensation taken into account for the calculation of the ratio are as follows:

- Scope of employees taken as a comparison:
- (i) Scope of the listed company (JCDecaux SE):

Only employees of JCDecaux SE (excluding corporate officers), who have been present in the Company's headcount over at least two years, and that hold an employment contract (fixed term or permanent contracts) are taken into account for the calculation of equity ratios.

As at 31 December 2024, this headcount represented a total of 412 employees out of a total France headcount of 559 employees.

(ii) Extended scope:

Employees of JCDecaux SE, JCDecaux France and Cyclocity[®] (excluding corporate officers), who have been present in the Company's headcount for at least two years and who hold an employment contract (fixed term or permanent contracts) are taken into account for the calculation of equity ratios.

As at 31 December 2024, this headcount represented a total of 2,448 employees out of a total France headcount of 3,231 employees.

• Compensation taken into account for the calculation of the ratio:

The compensation used to calculate the ratio is the gross compensation paid during the fiscal year.

- With regard to employees (of the listed company scope or extended scope), the components of compensation taken into account are as follows:
 - > Fixed compensation
 - > Annual variable compensation
 - > Exceptional variable compensation
 - > Allocation of performance shares
 - > Value of fringe benefits (company car)
 - > Employee savings.

It should be noted that in 2020 and 2021, in the context of the Covid-19 health crisis, some employees were placed under partial employment. Consequently, their fixed compensation takes into account the impact of this partial employment.

- With regard to corporate officers, the components of compensation taken into account are as follows:
 - Fixed compensation⁽¹⁾
 - Annual variable compensation
 - > Allocation of performance shares
 - > Value of fringe benefits
 - > Life/retirement insurance.

¹¹ As a reminder: in 2020, in the context of the Covid-19 health crisis, the Executive Board meeting of 2 April 2020 proposed to the Supervisory Board to reduce the fixed compensation initially decided by the Supervisory Board for the fiscal year 2020, by a percentage equal to 25% of its gross amount, with retroactive effect from 1 January 2020 and for a period ending on 31 December 2020, for each member of the Executive Board. The Supervisory Board meeting of 14 May 2020 decided to decrease the compensation proposed to members of the Executive Board.

| | FISCAL YEAR N-5 1 2020 <i>VS</i> 2019 | FISCAL YEAR N-4 2021 <i>VS</i> 2020 | FISCAL YEAR N-3 2022 <i>VS</i> 2021 | FISCAL YEAR N-2 2023 <i>VS</i> 2022 | FISCAL YEAR N-1 2024 VS 2023 |
|---|--|--|--|--|---------------------------------|
| Change (%) in the compensation of Mr Emmanuel Bastide, member of the Executive Board and Managing Director, Asia | (9.40%) | (7.80%) | 33.5%[1] | (11.6%) | 42.1%[2] |
| INFORMATION ON THE SCOPE OF THE LISTED COMPANY (JCD | ECAUX SE) | | | | |
| Change (as %) in average employee compensation | 3.9% | (1.2%) | (5.2%) | 11.4% | 5.5% |
| Change (as %) in median employee compensation | 4.1% | (1.1%) | (7.4%) | 12.1% | 1.7% |
| Ratio compared to average employee compensation | 15.7 | 14.4 | 14.1 | 12.8 | 17.3 |
| Change (as %) compared to the previous fiscal year | 4.0% | (8.3%) | (2.1%) | (21.0%) | 35.2% |
| Ratio compared to median employee compensation | 18.5 | 17.0 | 16.9 | 15.0 | 20.9 |
| Change (as %) compared to the previous fiscal year | 3.9% | (8.1%) | (0.6%) | (21.1%) | 39.3% |
| ADDITIONAL INFORMATION ON THE EXTENDED SCOPE | | | | | |
| Change (as %) in average employee compensation | 4.5% | 1.5% | 4.0% | 8.8% | 7.3% |
| Change (as %) in median employee compensation | 4.0% | (0.9%) | 9.8% | 9.5% | 3.7% |
| Ratio compared to average employee compensation | 26.9 | 24.0 | 21.3 | 20.4 | 27.0 |
| Change (as %) compared to the previous fiscal year | 3.9% | (10.8%) | (11.3%) | (18.7%) | 32.4% |
| Ratio compared to median employee compensation | 36.5 | 33.4 | 28 | 26.7 | 36,6 |
| Change (as %) compared to the previous fiscal year | 4.6% | (8.5%) | (16.2%) | (19.3%) | 37.1% |
| COMPANY PERFORMANCE | | | | | |
| Financial criterion: Consolidated net income (Group share) | €(604.6) million | €(14.5) million | €132.1 million | €209.2 million | €258.9 million |
| Change (as %) compared to the previous fiscal year | (327.70%) | +97.60% | +1,008.80% | +58.3% | +23;8% |

 $^{(1)}$ excluding allocation of performance shares 25,08% $^{(2)}$ excluding allocation of performance shares -5,65%

V. INFORMATION CONCERNING THE COMPENSATION OF MR DAVID BOURG, MEMBER OF THE EXECUTIVE BOARD AND GROUP CHIEF FINANCIAL, IT AND ADMINISTRATIVE OFFICER FOR THE 2024 FISCAL YEAR

a) Elements comprising the compensation of Mr David Bourg for the 2024 fiscal year

Fixed compensation

For the 2024 fiscal year, the Supervisory Board meeting of 6 March 2024, on the proposal of the Compensation and Nominating Committee, decided to increase by 2% the fixed compensation of Mr David Bourg's variable compensation. Thus, the fixed compensation of Mr David Bourg is €441,590.

Annual variable compensation

Determination and payment criteria:

For the 2024 fiscal year, the variable compensation of Mr David Bourg could reach 100% of his annual fixed compensation ("the cap"), of which

Financial criteria:

- 46.66% maximum of the ceiling linked to the evolution of the Group's adjusted consolidated EBIT in 2024:
 - maximum 23.33% of the ceiling linked to the evolution of the EBIT compared to the actual 2023;
 - maximum 23.33% of the ceiling linked to the evolution of the EBIT compared to the 2024 budget.
- 23.33% maximum of the ceiling linked to the evolution of the Group's operating margin compared to the 2024 budget.
- 15% maximum of the ceiling linked to the achievement of the Group's operating margin-to-revenue ratios for each segment on an adjusted basis as provided for in the 2024 budget.

CSR criteria:

15% maximum of the ceiling linked to the achievement of CSR objectives.

Additional strategic achievements:

- If the 85% ceiling of his fixed annual compensation is not reached via the application of quantifiable criteria, additional variable compensation may be granted (within the limit of a total maximum variable compensation of 85% of the annual fixed compensation), in respect of:
 - participation in strategic achievements by Group management (for example, the signing of new contracts, the renewal of strategic contracts, the acquisition of companies and the execution of the digital strategy); or
 - the achievement of specific objectives by departments under his responsibility and set by the co-CEOs (for example, optimisation of the Group's financial structure, cost control, optimised management of working capital requirements, implementation of IT and cross-functional projects for the Group's activities).

Achievement level:

| FINANCIAL CRITERIA | WEIGHTING ⁽¹⁾ | ACHIEVEMENT LEVEL |
|--|--------------------------|-------------------------|
| CHANGE IN THE GROUP'S ADJUSTED CONSOLIDATED EBIT IN 2024 | 46.66% | 46.66% |
| COMPARED TO 2023 ACTUAL 23.33% maximum of the ceiling linked to the evolution of the operating compared to the 2023 actual: | 23.33% | 23.33% |
| 0% if it grows by less than 2% Linear growth if it grows between 2% and 10% 23.33% if it grows by at least 10% | | |
| COMPARED TO THE 2024 BUDGET | 23.33% | 23.33% |
| 23.33% maximum of the ceiling linked to the evolution of the operating compared to the 2024 budget: | | |
| - 0% if it is less than 95% of the 2024 budget - Linear growth if between 95% and 100% of the 2024 budget - 23.33% if it is at least equal to 100% of the 2024 budget CHANGE IN THE GROUP'S OPERATING MARGIN COMPARED TO THE 2024 BUDGET | 23.33% | 23.33% |
| 23.33% maximum of the ceiling linked to the evolution of the Group's operating margin compared to the 2024 budget: | 20.00 % | 20.00 /0 |
| 0% if below 95% of the 2024 budget Linear growth if between 95% and 100% of the 2024 budget 23.33% if it is at least equal to 100% of the 2024 budget | | |
| ACHIEVEMENT OF THE 2024 BUDGET FOR THE GROUP'S RATIOS OF OPERATING MARGIN-TO-REVENUE BY MARKET SEGMENT ON AN ADJUSTED BASIS | 15.00% | 15.00% |
| 15.00% maximum of the ceiling linked to the achievement of the Group's operating margin-to-revenue ratios for each segment on an adjusted basis as forecast in the 2024 budget and within the sub-limit of 5% for each of the three segments: | | |
| 0% if such a ratio is below 97.5% of the ratio in the 2024 budget Linear growth if this ratio is between 97.5% and 100% of the 2024 budget 5% if the ratio is at least equal to 100% of the 2024 budget for the segment concerned | | |
| TOTAL FINANCIAL CRITERIA | 85.00% | 85.00% |
| EXTRA-FINANCIAL CRITERIA | WEIGHTING | ACHIEVEMENT LEVEL |
| CSR CRITERIA | | |
| EXTRA-FINANCIAL PERFORMANCE | 2.00% | 2.00% |
| Remaining in EF indices (Focus CDP/EcoVadis) | | |
| ESG STRATEGY 2030 | 3.00% | 3.00% |
| Climate strategy: promote the renovation of furniture (scope 3 and LED action plan: extinctions) Deploy the Group's social policy and ensure compliance with the Charter of International Social Values Maintain or increase the proportion of women in governing bodies (34.1% in 2023) | | |
| TOWARDS AN OPTIMISED ENVIRONMENTAL FOOTPRINT | 5.00% | 5.00% |
| - Furniture: 31.8% reduction in our carbon emissions linked to furniture in absolute terms by the end of 2024 (vs. 2019), <i>i.e.</i> 166.5 ktC02eq-Location-Based (before deduction of green electricity) | | |
| - Green electricity: 100% of our consumption covered by renewable energy (annual objective) | | |
| - Buildings: 16.5% reduction in building-related energy consumption by the end of 2024 (vs. 2019), i.e. 39.1 GWh | | |
| Vehicles: 11% reduction in vehicle-related emissions (gC02/km) compared with 2019, <i>i.e.</i> 224 gC02/km Recovered waste: 90.9% of waste recovered | | |
| TOWARDS A RESPONSIBLE BUSINESS ENVIRONMENT | 5.00% | 3.50% |
| Health & Safety | 3.00% | 1.50% |
| 20% reduction in the Group's occupational accident frequency rate by the end of 2024 (vs. 2019), i.e. 14 accidents per million hours worked | | |
| - Visits and communications by Group Management on the theme of health and safety and well-being at work | | |
| Responsible purchasing | 2.00% | 2.00% |
| Update of purchasing risk mapping 100% of key supplier assessments completed by the end of 2024 | | |
| 100% of key supplier assessments completed by the end of 2024 100% of key suppliers have signed the code of conduct by the end of 2024 | | |
| TOTAL CSR CRITERIA | 15.00% | 13.50% |
| TOTAL FINANCIAL AND CSR CRITERIA | 100.00% | 98.50% |
| ADDITIONAL STRATEGIC ACHIEVEMENTS (see below) | 85.00% | 78.30 A |
| TOTAL | 85.00% | NA |
| | 00.00 // | 98.50% |
| TOTAL FOR ALL CRITERIA | 100.00% | <i>I.E.</i> €434,966.02 |
| | | |

11 The Supervisory Board considers it can not disclose these criteria in greater detail as they are closely linked to the Company's strategy.

The Supervisory Board, on the recommendation of the Compensation and Nominating Committee, decided to award Mr David Bourg 98.50% of his annual fixed compensation with regard to the achievement of financial and ESG criteria.

For the 2024 fiscal year, the variable compensation of Mr David Bourg amounted to €434,966.02.

| Exceptional compensation | Allocation of stock options or share purchase options | | | |
|---|---|--|--|--|
| In addition, Mr David Bourg received additional compensation in line with the rule of 1/10 th of paid leave. | None | | | |
| In 2024, Mr David Bourg received compensation corresponding to the collective incentive scheme exceeding the legal ceiling (75% of the annual social security ceiling). | Supplementary pension scheme/Life Assurance None | | | |
| Compensation granted for the position of director/Supervisory | Severance pay | | | |
| Board member | In the event of termination of his employment contract, th | | | |
| None | Company may pay Mr David Bourg, for a period of two years, a non- compete indemnity corresponding to 33% of his fixed and variable salary calculated on the average of the last twelve months | | | |
| Fringe benefits | preceding the date of termination of the contractual relationship. | | | |
| Fringe benefits include a company vehicle in France. | The Company has the option to release Mr David Bourg from his commitment in case of termination of employment, and not pay the | | | |
| Performance shares | related compensation as a result. | | | |
| The Executive Board of 6 September 2024 allocated 35,747 performance shares to Mr David Bourg. | These regulated commitments were approved by the General Meeting of Shareholders of 13 May 2015 (7 th and 8 th resolutions) | | | |

b) Summary of the compensation of Mr David Bourg

1. Summary of compensation and options and shares granted to Mr David Bourg by JCDecaux SE and controlled companies (Table 1 of the Corporate Governance Code)

| In euros | 2023 | 2024 |
|--|---------|-----------|
| Compensation granted for the fiscal year (listed in the following table) | 914,124 | 942,381 |
| Valuation of stock options granted during the year | 0 | 0 |
| TOTAL | 914,124 | 942 381 |
| CHANGE COMPARED WITH YEAR N-1 | +2.87% | + 3.09% |
| Valuation of performance shares granted during the year | 0 | 492,236 |
| Valuation of other long-term compensation plans | 0 | 0 |
| TOTAL | 914,124 | 1 434 617 |
| CHANGE COMPARED WITH YEAR N-1 | +2.87% | +56.94% |

2. Summary of compensation awarded and paid to Mr David Bourg by JCDecaux SE and controlled companies (Table 2 of the Corporate Governance Code)

| | 202 | 3 | 2024 | | |
|---|--|--|--|--|--|
| In euros | AMOUNTS GRANTED FOR THE 2023 FISCAL YEAR | AMOUNTS PAID DURING THE 2023 FISCAL YEAR | AMOUNTS GRANTED FOR THE 2024 FISCAL YEAR | AMOUNTS PAID DURING THE 2024 FISCAL YEAR | |
| Fixed compensation | 432,931 | 432,931 | 441,590 | 441,590 | |
| Annual variable compensation | 424,273 ^[2] | 420,198[1] | 434,966 ¹³ | 424,273 ^[2] | |
| Long-term variable compensation | 0 | 0 | 0 | 0 | |
| Exceptional compensation ^[4] | 54,574 | 54,574 | 64,210 | 64,210 | |
| Compensation allocated for directorship | 0 | 0 | 0 | 0 | |
| Fringe benefits ⁽⁵⁾ | 2,346 | 2,346 | 1,615 | 1,615 | |
| Life insurance/Special retirement | 0 | 0 | 0 | 0 | |
| TOTAL | 914,124 | 910,049 | 942,381 | 931,688 | |

Variable compensation paid in 2023 for fiscal year 2022, *i.e.* 99% of the annual fixed compensation (Mr David Bourg's variable compensation could not exceed 100% of his annual fixed compensation for the 2022 fiscal year). This compensation was paid following the approval of the 17th resolution by the General Meeting of Shareholders of 16 May 2023.

Variable compensation paid in 2024 for fiscal year 2023, *i.e.* 98% of annual fixed compensation [Mr David Bourg could not exceed 100% of his annual fixed compensation for the 2023 fiscal year]. This compensation was paid following the approval of the 17th resolution by the General Meeting of Shareholders of 7 May 2024.

Variable compensation to be paid in 2025 for the 2024 fiscal year, subject to the approval of the 2025 General Meeting of Shareholders.

(4) In 2023: €54,574 corresponding to the 1/10th rule of paid leave and in 2024, €64,210 of which €60,036 corresponding to the 1/10th rule of paid leave and €4,174 corresponding to the Collective incentives exceeding the legal ceiling (75% of the annual social security ceiling).

(5) Corresponds to one company vehicle.

3. Relative proportion of fixed and variable compensation

Out of a total amount of compensation awarded to Mr David Bourg for the 2024 fiscal year of €942,381, fixed compensation represents 46.86% and variable compensation represents 46.16%.

4. Return of variable compensation

In accordance with Article L. 22-10-9 I paragraph 3 of the French Commercial Code, it is not planned to use the possibility of requesting the restitution of the variable compensation of Mr David Bourg.

5. Summary of the compensation paid to Mr David Bourg by JCDecaux Holding

JCDecaux Holding did not pay any compensation to Mr David Bourg during fiscal year 2024, nor during fiscal year 2023.

6. Allocation of stock options or share purchase options granted to Mr David Bourg during the fiscal year

None

7. Stock options or share purchase options exercised by Mr David Bourg during the fiscal year

None

8. Performance shares granted to Mr David Bourg during the fiscal year

| Member of the Executive Board | PLAN NUMBER AND DATE | NUMBER OF SHARES GRANTED DURING THE FISCAL YEAR | VALUATION OF SHARES ACCORDING TO THE METHOD USED FOR THE CONSOLIDATED FINANCIAL STATEMENTS IN (€)* | ACQUISITION DATE | AVAILABILITY DATE | PERFORMANCE CONDITIONS |
|----------------------------------|-----------------------------------|---|---|---|--|--|
| David Bourg | plan no. 2 of 6 September 2024 | 35,747 | 492,236 | Date of the Executive Board's decision acknowledging the achievement of the performance conditions after the closing of the financial statements for the fiscal year ended 31 December 2026 and/or after the closing of the financial statements for the fiscal year ended 31 December 2027 | No holding period other than that applicable to corporate officers** | Performance conditions linked to the Group's operating margin and the Group's Free Cash Flow. |

(*) Valuation of performance shares based on the fair value of the share determined by an independent actuary, i.e. €13.77.

(**) The Supervisory Board meeting of 24 July 2024 decided that 35% of the shares must be held for the entire duration of Mr David Bourg's term of office in accordance with the provisions of Article L. 225-197-1 of the French Commercial Code.

In accordance with Article 27-2 of the AFEP-MEDEF Code, the share of performance shares allocated to Mr David Bourg compared to the share capital is 0.017%.

9. Performance shares granted to Mr David Bourg which became available during the fiscal year

| David Bourg | Plan no. 1 of 23 July 2021 | 26,243* |
|-------------------------------|----------------------------|--|
| Member of the Executive Board | PLAN NUMBER AND DATE | NUMBER OF SHARES THAT BECAME AVAILABLE DURING THE FISCAL YEAR |

* The Supervisory Board meeting of 28 July 2021, in accordance with Article L. 225-197-1 of the French Commercial Code, decided that the members of the Executive Board must keep at least 35% of the shares allocated to them in registered form for their entire term of office.

10. Other information (Table 11 of the Corporate Governance Code)

| EMPLOYMEN | EMPLOYMENT CONTRACT | | ARY PENSION EME | OR LIKELY TO | N OR BENEFITS DUE TO BE DUE FOR COMPENSATION RELATING TO A CHANGING DUTIES NON-COMPETITION CLAUSE | | |
|--------------|---------------------|-----|--------------------|--------------|---|--------------|----|
| yes | no | yes | no | yes | no | yes | no |
| \checkmark | | | \checkmark | | \checkmark | \checkmark | |

11. Compensation equity ratios concerning Mr David Bourg

As a preliminary point, it should be noted that the Company refers to the AFEP guidelines for the calculations of the ratios mentioned in Article L. 22-10-9 I of the French Commercial Code.

For each corporate officer, the scope of employees taken as a comparison as well as the compensation taken into account for the calculation of the ratio are as follows:

- Scope of employees taken as a comparison:
- (i) Scope of the listed company (JCDecaux SE):

Only employees of JCDecaux SE (excluding corporate officers), who have been present in the Company's headcount over at least two years, and that hold an employment contract (fixed term or permanent contracts) are taken into account for the calculation of equity ratios.

As at 31 December 2024, this headcount represented a total of 412 employees out of a total France headcount of 559 employees.

(ii) Extended scope:

Employees of JCDecaux SE, JCDecaux France and Cyclocity® (excluding corporate officers), who have been present in the Company's headcount for at least two years and who hold an employment contract (fixed term or permanent contracts) are taken into account for the calculation of equity ratios.

As at 31 December 2024, this headcount represented a total of 2,448 employees out of a total France headcount of 3,231 employees.

• Compensation taken into account for the calculation of the ratio:

The compensation used to calculate the ratio is the gross compensation paid during the fiscal year.

- With regard to employees (of the listed company scope or extended scope), the components of compensation taken into account are as follows:
 - > Fixed compensation
 - > Annual variable compensation
 - > Exceptional variable compensation
 - > Allocation of performance shares
 - > Value of fringe benefits (company car)
 - > Employee savings.

It should be noted that in 2020 and 2021, in the context of the Covid-19 health crisis, some employees were placed under partial employment. Consequently, their fixed compensation takes into account the impact of this partial employment.

- With regard to corporate officers, the components of compensation taken into account are as follows:
 - Fixed compensation⁽¹⁾
 - Annual variable compensation
 - > Allocation of performance shares
 - > Value of fringe benefits
 - > Life/retirement insurance.

¹¹ As a reminder: in 2020, in the context of the Covid-19 health crisis, the Executive Board meeting of 2 April 2020 proposed to the Supervisory Board to reduce the fixed compensation initially decided by the Supervisory Board for the 2020 fiscal year by a percentage equal to 25% of its gross amount, with retroactive effect from 1 January 2020 and for a period ending on 31 December 2020, for each member of the Executive Board. The Supervisory Board meeting of 14 May 2020 decided to decrease the compensation proposed to members of the Executive Board.

| | FISCAL YEAR N-5 2020 <i>VS</i> 2019 | FISCAL YEAR N-4 2021 <i>VS</i> 2020 | FISCAL YEAR N-3 2022 <i>VS</i> 2021 | FISCAL YEAR N-2 2023 <i>VS</i> 2022 | FISCAL YEAR N-1 2024 VS 2023 |
|---|--|--|--|--|---------------------------------|
| Change (%) in of the compensation of Mr David Bourg, member of the Executive Board and Group Chief Financial Officer | (8.40%) | (10.90%) | 27.50%[1] | 1.9% | 56.0%[2] |
| INFORMATION ON THE SCOPE OF THE LISTED COMPANY (JCDE | ECAUX SE) | | | | |
| Change (as %) in average employee compensation | (1.20%) | (5.20%) | 16.00% | 11.4% | 5.5% |
| Change (as %) in median employee compensation | (1.10%) | (7.40%) | 19.00% | 12.1% | 1.7% |
| Ratio compared to average employee compensation | 11.3 | 10.7 | 11.7 | 10.7 | 15.8 |
| Change (as %) compared to the previous fiscal year | (7,40%) | (5.30%) | 9.30% | (8.5%) | 47.7% |
| Ratio compared to median employee compensation | 13.3 | 12.8 | 13.7 | 12.5 | 19.2 |
| Change (as %) compared to the previous fiscal year | (7.60%) | (3.80%) | 7.00% | (8.8%) | 53.6% |
| ADDITIONAL INFORMATION ON THE EXTENDED SCOPE | | | | | |
| Change (as %) in average employee compensation | (1.50%) | 4.00% | 13.20% | 8.8% | 7.3% |
| Change (as %) in median employee compensation | (0.9%) | 9.8% | 13.20% | 9.5% | 3.7% |
| Ratio compared to average employee compensation | 18.8 | 16.1 | 18.2 | 17 | 24.8 |
| Change (as %) compared to the previous fiscal year | (9.60%) | (14.40%) | 13.00% | (6.6%) | 45.9% |
| Ratio compared to median employee compensation | 26.2 | 21,3 | 23.9 | 22.3 | 33.5 |
| Change (as %) compared to the previous fiscal year | (7.40%) | (18.70%) | 12.20% | (6.7%) | 50.2% |
| COMPANY PERFORMANCE | | | | | |
| Financial criterion: Consolidated net income (Group share) | €(604.6) million | €(14.5) million | €132.1 million | €209.2 million | €258.9million |
| Change (as %) compared to the previous fiscal year | (327.70%) | +97.60% | +1,008.80% | +58.3% | +23.8% |

 $^{^{(1)}}$ excluding allocation of performance shares 21,58% $^{(2)}$ excluding allocation of performance shares 2,32%

VI. INFORMATION CONCERNING THE COMPENSATION OF MR DANIEL HOFER, MEMBER OF THE EXECUTIVE BOARD AND MANAGING DIRECTOR OF GERMANY, AUSTRIA, CENTRAL AND EASTERN EUROPE AND CENTRAL ASIA FOR FISCAL YEAR 2024

a) Components making up the compensation of Mr Daniel Hofer in respect of the 2024 fiscal year

Fixed compensation

For the 2024 fiscal year, the Supervisory Board meeting of 6 March 2024, on the proposal of the Compensation and Nominating Committee, decided to increase by 2% the fixed compensation of Mr Daniel Hofer. Thus, the fixed compensation of Mr Daniel Hofer is CHF 673,079 (€706,416).

Annual variable compensation

Determination and payment criteria:

For the 2024 fiscal year, the variable compensation of Mr Daniel Hofer may reach 100% of his annual fixed compensation ("the cap"), including:

Financial criteria:

- 50% maximum of the ceiling linked to the evolution of the EBIT of the countries in his area of responsibility in 2024, of which:
 - 25% maximum of the ceiling linked to the evolution of the EBIT of the countries in his area of responsibility compared to the 2023 actual
 - 25% maximum of the ceiling linked to the evolution of the EBIT in their area of responsibility compared to the 2024 budget.

- 25% maximum of the ceiling linked to the achievement of the operating margin-to-revenue ratios for each segment of Mr Daniel Hofer's area of responsibility on an adjusted basis as provided for in the 2024 budget.
- 10% maximum of the ceiling linked to the evolution of the Group's operating margin compared to the 2024 budget.

CSR criteria:

15% maximum of the ceiling linked to the achievement of CSR objectives.

Additional strategic achievements:

- If the 85% ceiling of his fixed annual compensation is not reached via the application of quantifiable criteria, additional variable compensation may be granted (within the limit of a total maximum variable compensation of 85% of ceiling), in respect of:
 - participation in strategic achievements by Group management or the region under his responsibility (for example, the signing of new contracts, the renewal of strategic contracts, the acquisition of companies and the execution of the digital strategy)
 - the achievement of specific objectives related to the departments under his responsibility and set by Jean-François Decaux (for example, the signing of new contracts, the renewal of structuring contracts, the acquisition of companies, the disposal of assets, the execution of the digital strategy, the optimisation of organisations and investments in the region under his responsibility).

Achievement level:

| FINANCIAL CRITERIA | WEIGHTING ⁽¹⁾ | ACHIEVEMENT LEVEL |
|---|--------------------------|-------------------|
| CHANGE IN EBIT FOR COUNTRIES IN HIS AREA OF RESPONSIBILITY | 50.00% | 50.00% |
| COMPARED TO 2023 ACTUAL | 25.00% | 25.00% |
| 25% maximum of the ceiling linked to the evolution of the compared to the 2023 actual: | | |
| | | |
| 0% if it grows by less than 2% Linear growth if it grows between 2% and 10% | | |
| - 25% if it grows by at least 10% | | |
| COMPARED TO THE 2024 BUDGET | 25.00% | 25.00% |
| 25% maximum of the ceiling linked to the evolution of the compared to the 2024 budget: | | |
| | | |
| - 0% if it is less than 95% of the 2024 budget | | |
| - Linear growth if between 95% and 100% of the 2024 budget | | |
| - 25% if it is at least equal to 100% of the 2024 budget ACHIEVEMENT OF THE 2024 BUDGET FOR THE RATIOS OF OPERATING MARGIN-TO-REVENUE BY MARKET IN HIS | 25.00% | 25.00% |
| AREA OF RESPONSIBILITY | 23.00 % | 20.00 /0 |
| 25% maximum of the ceiling linked to the achievement of the operating margin-to-revenue ratios for each segment in his area of responsibility on an adjusted basis as provided for in the 2024 budget and within the sub-limit of 8.33% for each of the three segments: | | |
| - 0% if such a ratio is below 97.5% of the ratio in the 2024 budget | | |
| - Linear growth if this ratio is between 97.5% and 100% of the 2024 budget | | |
| 8.33% if the ratio is at least equal to 100% of the 2024 budget for the segment concerned | | |
| CHANGE IN THE GROUP'S OPERATING MARGIN COMPARED TO THE 2024 BUDGET | 10.00% | 10.00% |
| - 0% if below 95% of the 2024 budget | | |
| - Linear growth if between 95% and 100% of the 2024 budget | | |
| - 25% if it is at least equal to 100% of the 2024 budget | | |
| TOTAL FINANCIAL CRITERIA | 85.00% | 85.00% |
| EXTRA-FINANCIAL CRITERIA | WEIGHTING | ACHIEVEMENT LEVEL |
| CSR CRITERIA | | |
| EXTRA-FINANCIAL PERFORMANCE | 2.00% | 2.00% |
| Remaining in EF indices (Focus CDP/EcoVadis) | | |
| ESG STRATEGY 2030 | 3.00% | 3.00% |
| - Climate strategy: promote the renovation of furniture (scope 3 and LED action plan: extinctions) | | |
| - Deploy the Group's social policy and ensure compliance with the Charter of International Social Values | | |
| - Maintain or increase the proportion of women in governing bodies (34.1% in 2023) | 5.000/ | 5.000 |
| TOWARDS AN OPTIMISED ENVIRONMENTAL FOOTPRINT | 5.00% | 5.00% |
| - Furniture: 31.8% reduction in our carbon emissions linked to furniture in absolute terms by the end of 2024 (vs. 2019), <i>i.e.</i> 166.5 ktC02eq-Location-Based (before deduction of green electricity) | | |
| - Green electricity: 100% of our consumption covered by renewable energy (annual objective) | | |
| - Buildings: 16.5% reduction in building-related energy consumption by the end of 2024 (vs. 2019), i.e. 39.1 GWh | | |
| - Vehicles: 11% reduction in vehicle-related emissions (gC02/km) compared with 2019, i.e. 224 gC02/km | | |
| - Recovered waste: 90.9% of waste recovered | | |
| TOWARDS A RESPONSIBLE BUSINESS ENVIRONMENT | 5.00% | 3.50% |
| Health & Safety | 3.00% | 1.50% |
| - 20% reduction in the Group's occupational accident frequency rate by the end of 2024 (vs. 2019), <i>i.e.</i> 14 accidents per million hours worked | | |
| - Visits and communications by Group Management on the theme of health and safety and well-being at work | | |
| Responsible purchasing | 2.00% | 2.00% |
| - Update of purchasing risk mapping | | |
| - 100% of key supplier assessments completed by the end of 2024 | | |
| | 45.000/ | 10 50 0 |
| - 100% of key suppliers have signed the code of conduct by the end of 2024 | | 13,50 % |
| TOTAL CSR CRITERIA | 15.00% | |
| TOTAL CSR CRITERIA TOTAL FINANCIAL AND CSR CRITERIA | 100.00% | 98.50% |
| TOTAL CSR CRITERIA TOTAL FINANCIAL AND CSR CRITERIA ADDITIONAL STRATEGIC ACHIEVEMENTS (see below) | 100.00% 85.00% | 98.50% NA |
| TOTAL CSR CRITERIA TOTAL FINANCIAL AND CSR CRITERIA | 100.00% | |

11 The Supervisory Board considers it can not disclose these criteria in greater detail as they are closely linked to the Company's strategy.

The Supervisory Board, on the recommendation of the Compensation and Nominating Committee, decided to award Mr Daniel Hofer 98.50% of his annual fixed compensation with regard to the achievement of financial and ESG criteria

For the 2024 fiscal year, the variable compensation of Mr Daniel Hofer amounts to €709,577.26.

Exceptional compensation

On the recommendation of the Compensation and Nominating Committee, the Supervisory Board of 5 December 2024 decided to award exceptional compensation in the amount of €1 million due to the decisive and multifaceted contribution of Mr Hofer in the successful partial sale of APG.

Compensation granted for the position of director/Supervisory Board member

None

Fringe benefits

Daniel Hofer received a contribution to the cost of the rent of an office.

Performance shares

The Executive Board meeting of 6 September 2024 granted 56,745 performance shares to Mr Daniel Hofer.

Allocation of stock options or share purchase options

None

b) Summary of the compensation of Mr Daniel Hofer

Supplementary pension scheme/Life Assurance

Daniel Hofer's employment contract is governed by Swiss law and was signed with JCDecaux Corporate Services GmbH (an indirectly wholly-owned Swiss subsidiary of JCDecaux SE).

Pursuant to Article 7.1 of his employment contract, Mr Daniel Hofer receives contributions from the Company to his pension plans with two pension funds (La Bâloise and VZ), which may not exceed a set amount (approx. CHF 110K), for Mr Daniel Hofer to supplement if he deems it useful.

The clause concerning Daniel Hofer's retirement benefits, amended with retroactive effect from 1 January 2019, was approved by the General Meeting of Shareholders on 14 May 2020 (4th resolution) under the control procedure for related-party agreements.

The amount paid to him annually is CHF 110,139.60, with no possibility of adjustment.

Severance pay

Since 1 September 2023, in the event of termination of his employment contract, the Company will pay Mr Daniel Hofer, for a period of two years, a non-compete indemnity corresponding to 33% of his fixed and variable salary calculated on the average of the last twelve months preceding the date of termination of the contractual relationship.

Mr Daniel Hofer's compensation is approved and paid in Swiss francs. The amounts shown in the tables below have been converted into euros for information purposes (for the exchange rate applied, please refer to in point 1.8.2).

1. Summary of compensation and options and shares granted to Mr Daniel Hofer by JCDecaux SE and controlled companies (Table 1 of the Corporate Governance Code)

| In euros | 2023 | 2024 |
|--|-----------|-----------|
| Compensation granted for the fiscal year (listed in the following table) | 1,603,404 | 2,544,182 |
| Valuation of stock options granted during the year | 0 | 0 |
| TOTAL | 0 | 2,544,182 |
| CHANGE COMPARED WITH YEAR N-1 | 1,603,404 | +58.67% |
| Valuation of performance shares granted during the year | 0 | 781,379 |
| Valuation of other long-term compensation plans | 0 | 0 |
| TOTAL | 1,603,404 | 3 325 561 |
| CHANGE COMPARED WITH YEAR N-1 | +1.34% | +107.41% |

2. Summary of compensation awarded and paid to Mr Daniel Hofer by JCDecaux SE and controlled companies (Table 2 of the Corporate Governance Code)^[1]

| | | 2023 | 2024 | | |
|---|--|--|--|--|--|
| In euros | AMOUNTS GRANTED FOR THE 2023 FISCAL YEAR | AMOUNTS PAID DURING THE 2023 FISCAL YEAR | AMOUNTS GRANTED FOR THE 2024 FISCAL YEAR | AMOUNTS PAID DURING THE 2024 FISCAL YEAR | |
| Fixed compensation | 679,104 | 679,104 | 706,416 | 706,416 | |
| Annual variable compensation | 798,603 ⁽³⁾ | 828,711[2] | 709,577 ^[4] | 798,603 ^[3] | |
| Long-term variable compensation | 0 | 0 | 0 | 0 | |
| Exceptional compensation | 0 | 0 | 1,000,000 ^[4] | 0 | |
| Compensation allocated for directorship | 0 | 0 | 0 | 0 | |
| Fringe benefits | 12,349 | 12,349 | 12,594 | 12,594 | |
| Life insurance/Special retirement | 113,348 | 113,348 | 115,595 ^[5] | 115,595 ^[5] | |
| TOTAL | 1,603,404 | 1,633,512 | 2,544,182 | 1,633,208 | |

The amount of compensation varies according to the exchange rate applied in 2023 and in 2024.

Variable compensation paid in 2023 for fiscal year 2022, i.e. 128.70% of the annual fixed compensation [Mr Daniel Hofer's variable compensation could not exceed 130% of his annual fixed compensation for the 2022 fiscal year). This compensation was paid following the approval of the 17th resolution by the General Meeting of Shareholders of 16 May 2023. Variable compensation paid in 2024 for fiscal year 2023, i.e. 98% of annual fixed compensation [Mr Daniel Hofer could not exceed 130% of his annual fixed compensation [Mr Daniel Hofer could not exceed 130% of his annual fixed compensation [Mr Daniel Hofer could not exceed 130% of his annual fixed compensation [Mr Daniel Hofer could not exceed 130% of his annual fixed compensation until 31 [3] August 2023 then 100% as of 1 September 2023). This compensation was paid after approval of resolution 17 by the General Meeting of Shareholders of 7 May 2024. (4) Variable compensation to be paid in 2025 for the 2024 fiscal year, subject to the approval of the 2025 General Meeting of Shareholders.

3. Relative proportion of fixed and variable compensation

Out of a total amount of compensation awarded to Mr Daniel Hofer in respect of the 2024 fiscal year of €2,544,182, fixed compensation represents 27.77% and variable compensation represents 27.89%.

4. Return of variable compensation

In accordance with Article L. 22-10-9 I paragraph 3 of the French Commercial Code, it is not planned to use the possibility of requesting the restitution of the variable compensation of Daniel Hofer.

5. Summary of the compensation paid to Mr Daniel Hofer by JCDecaux Holding

JCDecaux Holding did not pay any compensation to Mr Daniel Hofer in fiscal years 2024 and 2023

6. Allocation of stock options or share purchase options awarded to Mr Daniel Hofer during the fiscal year

None

7. Stock options or share purchase options exercised by Mr Daniel Hofer during the fiscal year

None

8. Performance shares granted to Mr Daniel Hofer during the fiscal vear

| Member of the Executive Board | PLAN NUMBER AND DATE | NUMBER OF SHARES GRANTED DURING THE FISCAL YEAR | VALUATION OF SHARES ACCORDING TO THE METHOD USED FOR THE CONSOLIDATED FINANCIAL STATEMENTS IN (€)* | ACQUISITION DATE | AVAILABILITY DATE | PERFORMANCE CONDITIONS |
|----------------------------------|-----------------------------------|---|---|---|--|--|
| Daniel Hofer | plan no. 2 of 6 September 2024 | 56,745 | 781,379 | Date of the Executive Board's decision acknowledging the achievement of the performance conditions after the closing of the financial statements for the fiscal year ended 31 December 2026 and / or after the closing of the financial statements for the fiscal year ended 31 December 2027 | No holding period other than that applicable to corporate officers** | Performance conditions linked to the Group's operating margin and the Group's Free Cash Flow. |

Valuation of performance shares based on the fair value of the share determined by an independent actuary, i.e. €13.77.

(**) The Supervisory Board meeting of 24 July 2024 decided that 35% of the shares must be held for the entire duration of Mr Daniel Hofer's term of office in accordance with the provisions of Article L. 225-197-1 of the French Commercial Code.

In accordance with Article 27-2 of the AFEP-MEDEF Code, the share of performance shares allocated to Mr Daniel Hofer compared to the share capital is 0.027%.

9. Performance shares granted to Mr Daniel Hofer which became available during the fiscal year

| Member of the Executive Board | PLAN NUMBER AND DATE | NUMBER OF SHARES THAT BECAME AVAILABLE DURING THE FISCAL YEAR |
|-------------------------------|----------------------------|--|
| Daniel Hofer | Plan no. 1 of 23 July 2021 | 36,545* |
| | | |

* The Supervisory Board meeting of 28 July 2021, in accordance with Article L. 225-197-1 of the French Commercial Code, decided that the members of the Executive Board must keep at least 35% of the shares allocated to them in registered form for their entire term of office.

10. Other information (Table 11 of the Corporate Governance Code)

| EMPLOYMEN | T CONTRACT | SUPPLEMENT. SCH | | COMPENSATION C OR LIKELY TO CEASING OR CH | | COMPENSATION NON-COMPET | RELATING TO A ITION CLAUSE |
|--------------|------------|--------------------|----|---|--------------|----------------------------|-------------------------------|
| yes | no | yes | no | yes | no | yes | no |
| \checkmark | | \checkmark | | | \checkmark | \checkmark | |

11. Compensation equity ratios concerning Mr Daniel Hofer

As a preliminary point, it should be noted that the Company refers to the AFEP guidelines for the calculations of the ratios mentioned in Article L. 22-10-9 I of the French Commercial Code.

For each corporate officer, the scope of employees taken as a comparison as well as the compensation taken into account for the calculation of the ratio are as follows:

- Scope of employees taken as a comparison:
- (i) Scope of the listed company (JCDecaux SE):

Only employees of JCDecaux SE (excluding corporate officers), who have been present in the Company's headcount over at least two years, and that hold an employment contract (fixed term or permanent contracts) are taken into account for the calculation of equity ratios.

As at 31 December 2024, this headcount represented a total of 412 employees out of a total France headcount of 559 employees.

(ii) Extended scope:

Employees of JCDecaux SE, JCDecaux France and Cyclocity[®] (excluding corporate officers), who have been present in the Company's headcount for at least two years and who hold an employment contract (fixed term or permanent contracts) are taken into account for the calculation of equity ratios.

As at 31 December 2024, this headcount represented a total of 2,448 employees out of a total France headcount of 3,231 employees.

• Compensation taken into account for the calculation of the ratio:

The compensation used to calculate the ratio is the gross compensation paid during the fiscal year.

- With regard to employees (of the listed company scope or extended scope), the components of compensation taken into account are as follows:
 - Fixed compensation
 - > Annual variable compensation
 - > Exceptional variable compensation
 - > Allocation of performance shares
 - > Value of fringe benefits (company car)
 - > Employee savings.

It should be noted that in 2020 and 2021, in the context of the Covid-19 health crisis, some employees were placed under partial employment. Consequently, their fixed compensation takes into account the impact of this partial employment.

- With regard to corporate officers, the components of compensation taken into account are as follows:
 - Fixed compensation⁽¹⁾
 - Annual variable compensation
 - > Allocation of performance shares
 - > Value of fringe benefits
 - Life/retirement insurance.

¹¹ As a reminder: in 2020, in the context of the Covid-19 health crisis, the Executive Board meeting of 2 April 2020 proposed to the Supervisory Board to reduce the fixed compensation initially decided by the Supervisory Board for the fiscal year 2020, by a percentage equal to 25% of its gross amount, with retroactive effect from 1 January 2020 and for a period ending on 31 December 2020, for each member of the Executive Board. The Supervisory Board meeting of 14 May 2020 decided to decrease the compensation proposed to members of the Executive Board.

| TABLE OF RATIOS IN RESPECT OF I. 6° AND 7° OF | | | | | |
|--|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| | FISCAL YEAR N-5 2020 VS 2019 | FISCAL YEAR N-4 2021 VS 2020 | FISCAL YEAR N-3 2022 VS 2021 | FISCAL YEAR N-2 2023 VS 2022 | FISCAL YEAR N-1 2024 VS 2023 |
| | 2020 03 2019 | 2021 V3 2020 | 2022 V3 2021 | 2023 V3 2022 | 2024 75 2023 |
| Change (%) in of the compensation of Mr Daniel Hofer, member of the Executive Board and Managing Director of Germany, Austria, Central and Eastern Europe and Central Asia | (5.50%) | (6.30%) | 25.20%[1] | 6.7% | 47.8%[2] |
| INFORMATION ON THE SCOPE OF THE LISTED COMPANY (JCDE | CAUX SE) | | | | |
| Change (as %) in average employee compensation | (1.20%) | (5.20%) | (16.00%) | 11.4% | 5.5% |
| Change (as %) in median employee compensation | (1.10%) | (7.40%) | (19.00%) | 12.1% | 1.7% |
| Ratio compared to average employee compensation | 18.8 | 18.6 | 20.1 | 19.2 | 27.0 |
| Change (as %) compared to the previous fiscal year | (4.60%) | (1.10%) | 8.1% | (4.5%) | 40.6% |
| Ratio compared to median employee compensation | 22.2 | 22.4 | 23.6 | 22.4 | 32.6 |
| Change (as %) compared to the previous fiscal year | (4.70%) | 1.40% | 5.4% | (5.1%) | 45.5% |
| ADDITIONAL INFORMATION ON THE EXTENDED SCOPE | | | | | |
| Change (as %) in average employee compensation | 1.50% | 4.00% | 13.20% | 8.8% | 7.3% |
| Change (as %) in median employee compensation | (0.9%) | 9.8% | 13.20% | 9.5% | 3.7% |
| Ratio compared to average employee compensation | 31.3 | 28.2 | 31.2 | 30.6 | 42.1 |
| Change (as %) compared to the previous fiscal year | (6.80%) | (9.90%) | 10.60% | (1.9%) | 37.6% |
| Ratio compared to median employee compensation | 43.5 | 37.1 | 41.1 | 40.0 | 57.0 |
| Change (as %) compared to the previous fiscal year | (4,60%) | (14.70%) | 10.8% | (2.7%) | 42.5% |
| COMPANY PERFORMANCE | | | | | |
| Financial criterion: Consolidated net income (Group share) | €(604.6) million | €(14.5) million | €132.1 million | €209.2 million | €258.9 million |
| Change (as %) compared to the previous fiscal year | (327.70%) | +97.60% | +1,008.80% | +58.3% | +23.8% |

 $^{(1)}$ excluding allocation of performance shares 20,12% $^{(2)}$ excluding allocation of performance shares -0,01%

3.8.2.2. Total compensation and fringe benefits paid or granted for the office held during the prior fiscal year, or granted for the same fiscal year to members of the Supervisory Board

i. Principles and rules for determination

The overall amount of compensation allocated to members of the Supervisory Board is set at €542,000 per annum since 1 January 2024 (authorisation granted by the General Meeting of Shareholders of 7 May 2024) and is distributed as follows by the Supervisory Board (in euros):

| SUPERVISORY BOARD (PER MEMBER - FOR 4 MEETINGS) | | AUDIT COMMITTEE (PER MEMBER - FOR 4 MEETINGS) | | COMPENSATION AND NOMINATING COMMITTEE (PER MEMBER FOR 2 MEETINGS) | | E ETHICS COMMITTEE (PER MEMBER - FOR 2 MEETINGS) | | | | | |
|--|-------------------------------|--|---------------------------------|--|---------------------------------|---|---------------------------------|-------------------------------|---------------------------------|-------------------------------|---|
| FIXED PORTION MEMBER | VARIABLE PORTION MEMBER | FIXED PORTION CHAIRMAN | VARIABLE PORTION CHAIRMAN | ADDITIONAL MEETING | VARIABLE PORTION CHAIRMAN | VARIABLE PORTION MEMBER | VARIABLE PORTION CHAIRMAN | VARIABLE PORTION MEMBER | VARIABLE PORTION CHAIRMAN | VARIABLE PORTION MEMBER | ADDITIO NAL MEETIN G OF A COMMIT TEE |
| €14,500 | €15,500 | €34,000 | €36,000 | €2,500 | €19,000 | €11,000 | €9,000 | €5,500 | €9,000 | €5,500 | €1,500 |
| (i.e. €3,625 per meeting) | (i.e. €3,875 per meeting) | (i.e. €8,500 per meeting) | (i.e. €9,000 per meeting) | | (i.e. €4,750 per meeting) | (i.e. €2,750 per meeting) | (i.e. €4,500 per meeting) | (i.e. €2,750 per meeting) | (i.e. €4,500 per meeting) | (i.e. €2,750 per meeting) | |

The amounts awarded in respect of the base portion are pro-rated when terms of office begin or end during the course of a fiscal year. Compensation is paid to members of the Board and Committees quarterly, in arrears.

Members of the Supervisory Board do not have stock options or bonus shares.

Lastly, in accordance with the Supervisory Board's rules of procedure, travel expenses incurred for Board and Committee meetings are reimbursed upon presentation of receipts.

ii. Gross compensation amounts granted for the 2024 fiscal year and paid during the same year to the members of the Supervisory Board (in euros)

GÉRARD DEGONSE - CHAIRMAN OF THE SUPERVISORY BOARD

| | AMOUNTS AWARDED IN 2023 | AMOUNTS PAID IN 2023 | AMOUNTS AWARDED IN 2024 | AMOUNTS PAID IN 2024 |
|---|----------------------------|-------------------------|----------------------------|-------------------------|
| COMPENSATION RECEIVED AS A MEMBER OF THE: | | | | |
| - Supervisory Board | 42,000 | 42,000 | 70,000 | 70,000 |
| - Audit Committee | - | - | - | - |
| - Compensation and Nominating Committee | 5,000 | 5,000 | 8,500 | 8,500 |
| - Ethics and CSR Committee | - | - | - | - |
| OTHER COMPENSATION: | - | - | - | - |
| TOTAL | 47,000 | 47,000 | 78,500 | 78,500 |

Compensation equity ratios concerning Mr Gérard Degonse

As a preliminary point, it should be noted that the Company refers to the AFEP guidelines for the calculations of the ratios mentioned in Article L. 22-10-9 I of the French Commercial Code.

For each corporate officer, the scope of employees taken as a comparison as well as the compensation taken into account for the calculation of the ratio are as follows:

- Scope of employees taken as a comparison:
- (i) Scope of the listed company (JCDecaux SE):

Only employees of JCDecaux SE (excluding corporate officers) who have been present in the Company's headcount for at least two years and who hold an employment contract (fixed term or permanent contracts) are taken into account for the calculation of equity ratios. As at 31 December 2024, this headcount represented a total of 412 employees out of a total France headcount of 559 employees.

(ii) Extended scope:

Employees of JCDecaux SE, JCDecaux France and Cyclocity[®] (excluding corporate officers), who have been present in the Company's headcount for at least two years and who hold an employment contract (fixed term or permanent contracts) are taken into account for the calculation of equity ratios.

As at 31 December 2024, this headcount represented a total of 2,448 employees out of a total France headcount of 3,231 employees at the end of 2023.

• Compensation taken into account for the calculation of the ratio:

The compensation used to calculate the ratio is the gross compensation paid during the fiscal year.

- With regard to employees (of the listed company scope or extended scope), the components of compensation taken into account are as follows:
 - Fixed compensation
 - Annual variable compensation
 - > Exceptional variable compensation
 - > Allocation of performance shares
 - > Value of fringe benefits (company car)
 - > Employee savings.

It should be noted that in 2020, in the context of the Covid-19 health crisis, some employees were placed under partial employment. Consequently, their fixed compensation takes into account the impact of this partial employment.

- With regard to corporate officers, the components of compensation taken into account are as follows:
 - Fixed compensation⁽¹⁾
 - > Annual variable compensation
 - > Allocation of performance shares
 - > Value of fringe benefits
 - > Life/retirement insurance.

| | FISCAL YEAR N-5 F | FISCAL YEAR N-4 F | FISCAL YEAR N-3 | FISCAL YEAR N-2 | -ISCAL YEAR N-1 |
|---|-------------------|-------------------|-----------------|-----------------|-----------------|
| | 2020 VS 2019 | 2021 VS 2020 | 2022 VS 2021 | 2023 VS 2022 | 2024 VS 2023 |
| Change (as %) in median employee compensation Gérard Degonse, Chairman of the Supervisory Committee | 0.0% | 0.0% | 0.0% | 0.0% | 67.0% |
| INFORMATION ON THE SCOPE OF THE LISTED COMPANY (JC | Decaux SE) | | | | |
| Change (as %) in average employee compensation | (1.20%) | (5.20%) | 16.00% | 11.4% | 5.5% |
| Change (as %) in median employee compensation | (1.10%) | (7.40%) | 19.00% | 12.1% | 1.7% |
| Ratio compared to average employee compensation | 0.7 | 0.7 | 0.6 | 0.6 | 0.9 |
| Change (as %) compared to the previous fiscal year | 0.00% | 0.00% | (14.3%) | 0.0% | 50.0% |
| Ratio compared to median employee compensation | 0.8 | 0.9 | 0.7 | 0.6 | 1.1 |
| Change (as %) compared to the previous fiscal year | 0.00% | 12.50% | (22.2%) | (14.3%) | 83.3% |
| ADDITIONAL INFORMATION ON THE EXTENDED SCOPE | | | | | |
| Change (as %) in average employee compensation | 1.50% | 4.00% | 13.20% | 8.8% | 7.3% |
| Change (as %) in median employee compensation | (0.9%) | 9.8% | 13.20% | 9.5% | 3.7% |
| Ratio compared to average employee compensation | 1.1 | 1.1 | 1 | 0.9 | 1.4 |
| Change (as %) compared to the previous fiscal year | 0.00% | 0.00% | (9.1%) | (10.0%) | 55.6% |
| Ratio compared to median employee compensation | 1.6 | 1.4 | 1.3 | 1.2 | 1.9 |
| Change (as %) compared to the previous fiscal year | 0.00% | (12.50%) | (7.1%) | (7.7%) | 58.3% |
| COMPANY PERFORMANCE | | | | | |
| Financial criterion: Consolidated net income (Group share) | €(604.6) million | €(14.5) million | €132.1 million | €209.2 million | €258.9 millior |
| Change (as %) compared to the previous fiscal year | (327.70%) | +97.60% | +1,008.80% | +58.3% | +23;8% |

⁽¹⁾ As a reminder: in 2020, in the context of the Covid-19 health crisis, the Executive Board meeting of 2 April 2020 proposed to the Supervisory Board to reduce the fixed compensation initially decided by the Supervisory Board for the fiscal year 2020, by a percentage equal to 25% of its gross amount, with retroactive effect from 1 January 2020 and for a period ending on 31 December 2020, for each member of the Executive Board. The Supervisory Board meeting of 14 May 2020 decided to decrease the compensation proposed to members of the Executive Board.

JEAN-PIERRE DECAUX - VICE-CHAIRMAN OF THE SUPERVISORY BOARD

| | AMOUNTS AWARDED IN 2023 | AMOUNTS PAID IN 2023 | AMOUNTS AWARDED IN 2024 | AMOUNTS PAID IN 2024 |
|---|----------------------------|-------------------------|----------------------------|-------------------------|
| COMPENSATION RECEIVED AS A MEMBER OF THE: | | | | |
| - Supervisory Board | 27,000 | 27,000 | 30,000 | 30,000 |
| - Audit Committee | - | - | - | - |
| - Compensation and Nominating Committee | - | - | - | - |
| - Ethics and CSR Committee | - | - | - | - |
| OTHER COMPENSATION: | - | - | - | - |
| TOTAL | 27,000 | 27,000 | 30,000 | 30,000 |

MICHEL BLEITRACH - INDEPENDENT MEMBER OF THE SUPERVISORY BOARD

| | AMOUNTS AWARDED IN 2023 | AMOUNTS PAID IN 2023 | AMOUNTS AWARDED IN 2024 | AMOUNTS PAID IN 2024 |
|---|----------------------------|-------------------------|----------------------------|-------------------------|
| COMPENSATION RECEIVED AS A MEMBER OF THE: | | | | |
| - Supervisory Board | 27,000 | 27,000 | 30,000 | 30,000 |
| - Audit Committee | - | - | - | - |
| - Compensation and Nominating Committee | 8,500 | 8,500 | 12,000 | 12,000 |
| - Ethics and CSR Committee | 8,500 | 8,500 | 9,000 | 9,000 |
| OTHER COMPENSATION: | - | - | - | - |
| TOTAL | 44,000 | 44,000 | 51,000 | 51,000 |

ALEXIA DECAUX-LEFORT – MEMBER OF THE SUPERVISORY BOARD

| | AMOUNTS AWARDED IN 2023 | AMOUNTS PAID IN 2023 | AMOUNTS AWARDED IN 2024 | AMOUNTS PAID IN 2024 |
|---|----------------------------|-------------------------|----------------------------|-------------------------|
| COMPENSATION RECEIVED AS A MEMBER OF THE: | | | | |
| - Supervisory Board | 27,000 | 27,000 | 30,000 | 30,000 |
| - Audit Committee | - | - | - | - |
| - Compensation and Nominating Committee | - | - | - | - |
| - Ethics and CSR Committee | - | - | - | - |
| OTHER COMPENSATION: | - | - | - | - |
| TOTAL | 27,000 | 27,000 | 30,000 | 30,000 |

BÉNÉDICTE HAUTEFORT - INDEPENDENT MEMBER OF THE SUPERVISORY BOARD

| | AMOUNTS AWARDED IN 2023 | AMOUNTS PAID IN 2023 | AMOUNTS AWARDED IN 2024 | AMOUNTS PAID IN 2024 |
|---|----------------------------|-------------------------|----------------------------|-------------------------|
| COMPENSATION RECEIVED AS A MEMBER OF THE: | | | | |
| - Supervisory Board | 27,000 | 27,000 | 30,000 | 30,000 |
| - Audit Committee | 10,000 | 10,000 | 12,500 | 12,500 |
| - Compensation and Nominating Committee | - | - | - | - |
| - Ethics and CSR Committee | 5,000 | 5,000 | 5,500 | 5,500 |
| OTHER COMPENSATION: | - | - | - | - |
| TOTAL | 42,000 | 42,000 | 48,000 | 48,000 |

MARIE-LAURE SAUTY DE CHALON - INDEPENDENT MEMBER OF THE SUPERVISORY BOARD

| | AMOUNTS AWARDED IN 2023 | AMOUNTS PAID IN 2023 | AMOUNTS AWARDED IN 2024 | AMOUNTS PAID IN 2024 |
|---|----------------------------|-------------------------|----------------------------|-------------------------|
| COMPENSATION RECEIVED AS A MEMBER OF THE: | | | | |
| - Supervisory Board | 27,000 | 27,000 | 30,000 | 30,000 |
| - Audit Committee | - | - | - | - |
| - Compensation and Nominating Committee | - | - | - | - |
| - Ethics and CSR Committee | - | - | - | - |
| OTHER COMPENSATION: | - | - | - | - |
| TOTAL | 27,000 | 27,000 | 30,000 | 30,000 |

LEILA TURNER - INDEPENDENT MEMBER OF THE SUPERVISORY BOARD

| | AMOUNTS AWARDED IN 2023 | AMOUNTS PAID IN 2023 | AMOUNTS AWARDED IN 2024 | AMOUNTS PAID IN 2024 |
|---|----------------------------|-------------------------|----------------------------|-------------------------|
| COMPENSATION RECEIVED AS A MEMBER OF THE: | | | | |
| - Supervisory Board | 27,000 | 27,000 | 30,000 | 30,000 |
| - Audit Committee | - | - | - | - |
| - Compensation and Nominating Committee | - | - | - | - |
| - Ethics and CSR Committee | - | - | - | - |
| OTHER COMPENSATION: | - | - | - | - |
| TOTAL | 27,000 | 27,000 | 30,000 | 30,000 |

JEAN-SEBASTIEN DECAUX - MEMBER OF THE SUPERVISORY BOARD

| | AMOUNTS AWARDED IN 2023 | AMOUNTS PAID IN 2023 | AMOUNTS AWARDED IN 2024 | AMOUNTS PAID IN 2024 |
|---|----------------------------|-------------------------|----------------------------|-------------------------|
| COMPENSATION RECEIVED AS A MEMBER OF THE: | | | | |
| - Supervisory Board | 27,000 | 27,000 | 30,000 | 30,000 |
| - Audit Committee | 5,000 | 5,000 | 12,500 | 12,500 |
| - Compensation and Nominating Committee | - | - | - | - |
| - Ethics and CSR Committee | - | - | - | - |
| OTHER COMPENSATION: | - | - | - | - |
| TOTAL | 32,000 | 32,000 | 42,500 | 42,500 |

JEAN-FRANCOIS DUCREST - INDEPENDENT MEMBER OF THE SUPERVISORY BOARD

| | AMOUNTS AWARDED IN 2023 | AMOUNTS PAID IN 2023 | AMOUNTS AWARDED IN 2024 | AMOUNTS PAID IN 2024 |
|---|----------------------------|-------------------------|----------------------------|-------------------------|
| COMPENSATION RECEIVED AS A MEMBER OF THE: | | | | |
| - Supervisory Board | 27,000 | 27,000 | 30,000 | 30,000 |
| - Audit Committee | 17,500 | 17,500 | 20,500 | 20,500 |
| - Compensation and Nominating Committee | 5,000 | 5,000 | 8,500 | 8,500 |
| - Ethics and CSR Committee | 5,000 | 5,000 | 5,500 | 5,500 |
| OTHER COMPENSATION: | - | - | - | - |
| TOTAL | 54,500 | 54,500 | 64,500 | 64,500 |

PATRICE CAT - MEMBER OF THE SUPERVISORY BOARD REPRESENTING EMPLOYEES

| | AMOUNTS AWARDED IN 2023 | AMOUNTS PAID IN 2023 | AMOUNTS AWARDED IN 2024 | AMOUNTS PAID IN 2024 |
|---|----------------------------|-------------------------|----------------------------|-------------------------|
| COMPENSATION RECEIVED AS A MEMBER OF THE: | | | | |
| - Supervisory Board | 27,000 | 27,000 | 30,000 | 30,000 |
| - Audit Committee | - | - | - | - |
| - Compensation and Nominating Committee | - | - | 8,500 | 8,500 |
| - Ethics and CSR Committee | - | - | - | - |
| OTHER COMPENSATION: | - | - | - | - |
| TOTAL | 27,000 | 27,000 | 38,500 | 38,500 |

ELISABETH LOUIS - MEMBER OF THE SUPERVISORY BOARD REPRESENTING EMPLOYEES

| | AMOUNTS AWARDED IN 2023 | AMOUNTS PAID IN 2023 | AMOUNTS AWARDED IN 2024 | AMOUNTS PAID IN 2024 |
|---|----------------------------|-------------------------|----------------------------|-------------------------|
| COMPENSATION RECEIVED AS A MEMBER OF THE: | | | | |
| - Supervisory Board | 6,750 | 6,750 | 30,000 | 30,000 |
| - Audit Committee | - | - | - | - |
| - Compensation and Nominating Committee | - | - | - | - |
| - Ethics and CSR Committee | - | - | - | - |
| OTHER COMPENSATION: | - | - | - | - |
| TOTAL | 6,750 | 6,750 | 30,000 | 30,000 |

3.8.2.3. Specific vote of the General Meeting of Shareholders on the compensation of each executive corporate officer

Pursuant to Article L. 22-10-34 of the French Commercial Code, the General Meeting of Shareholders must vote on the fixed, variable and exceptional components comprising the overall compensation and fringe benefits paid during the 2024 fiscal year or granted in respect of said fiscal year:

- to the Chairman of the Executive Board: Mr Jean-Charles Decaux
- to the Managing Director and member of the Executive Board: Mr Jean-François Decaux
- to the other members of the Executive Board: Mr Emmanuel Bastide, Mr David Bourg and Mr Daniel Hofer
- to the Chairman of the Supervisory Board: Gérard Degonse.

The components of variable or exceptional compensation awarded in respect of the 2024 fiscal year can only be paid to the persons concerned following approval by the General Meeting of Shareholders of 14 May 2025.

Lastly, the General Meeting of Shareholders of 14 May 2025 (12th resolution) will be asked to approve the following compensation components paid or granted by JCDecaux SE and controlled entities for the 2024 fiscal year to Mr Jean-Charles Decaux (Chairman of the Executive Board from 7 May 2024 and Managing Director until 7 May 2024).

JEAN-CHARLES DECAUX

COMPENSATION COMPONENTS PAID DURING THE 2024 FISCAL YEAR OR GRANTED FOR THE SAME YEAR BY JCDECAUX SE AND CONTROLLED ENTITIES

| COMPENSATION COMPONENTS SUBMITTED TO THE VOTE | AMOUNTS AWARDED IN THE PAST FISCAL YEAR OR ACCOUNTING VALUATION (IN EUROS) | PRESENTATION |
|--|---|--|
| Fixed compensation | 1,096,938 | For the 2024 fiscal year, the Supervisory Board meeting of 6 March 2024, on the proposal of the Compensation and Nominating Committee, decided to increase by 2% the fixed compensation of Mr Jean-Charles Decaux. |
| | | Thus, the 2024 fixed compensation of Mr Jean-Charles Decaux was €1,096,938. |
| | | It should be noted that the General Meeting of Shareholders of 7 May 2024 (16 th resolution) approved the variable compensation of €1,315,512 granted in respect of 2023. |
| | | The 2024 variable compensation of Mr Jean-Charles Decaux was capped at 150% of his fixed compensation ("the ceiling") (of which 60% of the ceiling for financial criteria, 15% of the ceiling for ESG criteria and 25% of the ceiling for strategic criteria). |
| Annual variable compensation | 1,620,726 | By applying these criteria, the amount of variable compensation of Mr Jean-Charles Decaux's variable compensation for the 2024 fiscal year was valued by the Supervisory Board at its meeting of 4 March 2025 at €1,620,726, <i>i.e.</i> 98.50% of his cap on his variable compensation. |
| | | Out of a total amount of compensation awarded to Mr Jean-Charles Decaux for the 2024 fiscal year of €2,738,040, fixed compensation represents 40.06% and variable compensation represents 59.19%. |
| Long-term variable compensation | NA | The compensation policy does not provide for such a grant. |
| Exceptional compensation | 0 | The Supervisory Board did not award any exceptional compensation to Mr Jean-Charles Decaux in 2024. |
| | | Stock options: N/A |
| Stock options, performance | | Performance shares: N/A |
| shares or any other long- term benefits | 0 | Other allocations of securities: N/A |
| | | M. Jean-Charles Decaux has waived the right to receive share subscription or purchase options since the Company's IPO in 2001. |
| Compensation awarded for membership of the Supervisory Board | NA | Members of the Executive Board cannot be members of the Supervisory Board and therefore cannot receive compensation as such. |
| Fringe benefits | 4,053 | M. Jean-Charles Decaux has a company car made available to him in France. |
| Severance pay | NA | The compensation policy does not provide for such a grant. |
| Non- competition indemnity | 0 | Mr Jean-Charles Decaux is not entitled to a non-competition indemnity |
| Supplementary retirement | 0 | Mr Jean-Charles Decaux is not entitled to a supplementary pension. |
| scheme | U | However, Mr Jean-Charles Decaux had a life insurance policy of €16,323 in 2024. |
| | | |

Lastly, the General Meeting of Shareholders of 14 May 2025 (13th resolution) will be asked to approve the following compensation components paid or granted by JCDecaux SE and controlled entities to Mr Jean-François Decaux (Managing Director from 7 May 2024 and Chairman of the Executive Board until 7 May 2024).

JEAN-FRANÇOIS DECAUX

COMPENSATION COMPONENTS PAID DURING THE 2024 FISCAL YEAR OR GRANTED FOR THE SAME YEAR BY JCDECAUX SE AND CONTROLLED ENTITIES

| AND CONTROLLED ENTITIES | | |
|--|---|--|
| COMPENSATION COMPONENTS SUBMITTED TO THE VOTE | AMOUNTS AWARDED IN THE PAST FISCAL YEAR OR ACCOUNTING VALUATION (IN EUROS) | PRESENTATION |
| Fixed compensation | 1,096,938 | For the 2024 fiscal year, the Supervisory Board meeting of 6 March 2024, on the proposal of the Compensation and Nominating Committee, decided to increase by 2% the fixed compensation of Mr Jean-François Decaux. |
| | | Thus, the 2024 fixed compensation of Mr Jean-François Decaux was €1,096,938. |
| | | It should be noted that the General Meeting of Shareholders of 7 May 2024 (15 th resolution) approved the variable compensation of €1,315,512 granted in respect of 2023. |
| A 1 | | The 2024 variable compensation of Mr Jean-François Decaux was capped at 150% of his fixed compensation ("the ceiling") (of which 60% of the ceiling for financial criteria, 15% of the ceiling for ESG criteria and 25% of the ceiling for strategic criteria). |
| Annual variable compensation | 1,620,726 | By applying these criteria, the amount of variable compensation of Mr Jean-François Decaux's variable compensation for the 2024 fiscal year was valued by the Supervisory Board at its meeting of 4 March 2025 at €1,620,726, <i>i.e.</i> 98.50% of the cap on his variable compensation. |
| | | Out of a total amount of compensation awarded to Mr Jean-François Decaux in respect of the 2024 fiscal year of €2,717,664, fixed compensation represents 40.36% and variable compensation represents 59.64%. |
| Long-term variable compensation | NA | The compensation policy does not provide for such a grant. |
| Exceptional compensation | 0 | The Supervisory Board did not award any exceptional compensation to Mr Jean- François Decaux in 2024. |
| | | Stock options: N/A |
| Stock options, performance | | Performance shares: N/A |
| shares or any other long- | 0 | Other allocations of securities: N/A |
| term benefits | | Mr Jean-François Decaux has waived any share subscription or purchase options and performance shares since the Company's IPO in 2001. |
| Compensation awarded for membership of the Supervisory Board | ΝΑ | Members of the Executive Board cannot be members of the Supervisory Board and therefore cannot receive compensation as such. |
| Fringe benefits | 0 | Jean-François Decaux did not receive a benefit in kind. |
| Severance pay | NA | The compensation policy does not provide for such a grant. |
| Non- competition indemnity | 0 | Mr Jean-François Decaux is not entitled to a non-competition indemnity. |
| Supplementary retirement scheme | 0 | Mr Jean-François Decaux is not entitled to a supplementary pension. |

The General Meeting of Shareholders of 14 May 2025 (14th resolution) will be asked to approve the following compensation components paid during the 2024 fiscal year or granted for the same fiscal year by JCDecaux SE and controlled entities, to Mr Emmanuel Bastide, Mr David Bourg and Mr Daniel Hofer.

EMMANUEL BASTIDE

COMPENSATION COMPONENTS PAID DURING THE 2024 FISCAL YEAR OR GRANTED FOR THE SAME YEAR BY JCDECAUX SE AND CONTROLLED ENTITIES AMOUNTS AWARDED IN THE COMPENSATION PAST FISCAL YEAR OR COMPONENTS SUBMITTED PRESENTATION ACCOUNTING VALUATION (IN TO THE VOTE FUROS) For the 2024 fiscal year, the Supervisory Board meeting of 6 March 2024, on the proposal of the Compensation and Nominating Committee, decided to increase by 2% Fixed compensation 463 669 the fixed compensation of Mr Emmanuel Bastide Thus, the 2024 fixed compensation of Mr Emmanuel Bastide was €463.669 It should be noted that the General Meeting of Shareholders of 7 May 2024 (17th resolution) approved the variable compensation of €370,764 granted in respect of 2023. The 2024 variable compensation of Mr Emmanuel Bastide was capped at 100% of his fixed compensation ("the ceiling") (of which 85% for financial criteria and 15% for ESG criteria). If the 85% ceiling of his fixed compensation is not reached via the application of quantifiable criteria, he may be granted additional variable compensation for his participation in strategic accomplishments or the achievement of specific objectives by Annual 301.675 departments under his authority and set by Mr Jean-Charles Decaux. variable compensation By applying these criteria, the amount of the variable compensation of Mr Emmanuel Bastide for the 2024 fiscal year was assessed by the Supervisory Board on 4 March 2025 at €301,675, *i.e.* 65.10% of his annual fixed compensation. Out of a total amount of compensation awarded to Mr Emmanuel Bastide in respect of the 2024 fiscal year of €962,430 (excluding performance shares), the fixed compensation represents 48.18% and the variable compensation represents 31.35%. Long-term variable NA The compensation policy does not provide for such a grant. compensation The Supervisory Board did not award any exceptional compensation to Mr Emmanuel Exceptional compensation Ο Bastide in 2024. Stock options: 0 Stock options, performance Performance shares: the Executive Board meeting of 6 September 2024 allocated shares or any other long-516,843 37.534 Performance Shares to Mr Emmanuel Bastide. term benefits Other allocations of securities: 0 Compensation awarded Members of the Executive Board cannot be members of the Supervisory Board and for membership of the NA therefore cannot receive compensation as such. Supervisory Board In 2024, Mr Emmanuel Bastide benefited from a company car and housing, and the Fringe benefits 197,086 payment of school fees for his children in Singapore. NA Severance pav The compensation policy does not provide for such a grant. Under a non-compete agreement covering a period of two years. Mr Emmanuel Bastide is entitled to non-competition compensation to be paid over the same period amounting to 33% of his fixed and variable salary based on the average of the last 12 months before the termination of contractual relations. Non-0 competition indemnity This agreement was authorised by the Supervisory Board at its meeting of 30 July 2014 and approved by the General Meeting of Shareholders on 13 May 2015 (7th resolution). No amounts were granted in respect of 2024. Supplementary retirement 0 Mr Emmanuel Bastide is not entitled to a supplementary pension. scheme

DAVID BOURG

| COMPENSATION COMPONENTS SUBMITTED TO THE VOTE | AMOUNTS AWARDED IN THE PAST FISCAL YEAR OR ACCOUNTING VALUATION (IN EUROS) | PRESENTATION |
|---|---|---|
| Fixed compensation | 441,590 | For the 2024 fiscal year, the Supervisory Board meeting of 6 March 2024, on the proposal of the Compensation and Nominating Committee, decided to increase by 2% the fixed compensation of Mr David Bourg. |
| | | Thus, the 2024 fixed compensation of Mr David Bourg was €441,590. |
| | | It should be noted that the General Meeting of Shareholders of 7 May 2024 approved (17 th resolution) the variable compensation of €424,273 granted in respect of 2023. |
| Annual variable compensation | 434,966 | The 2024 variable compensation of Mr David Bourg was capped at 100% of his fixed compensation ("the ceiling") (of which 85% for financial criteria and 15% for ESG criteria). If the 85% ceiling of his fixed compensation is not reached <i>via</i> the application of quantifiable criteria, he may be granted additional variable compensation for his participation in strategic accomplishments or the achievement of specific objectives by departments under his authority and set by co-CEOs. |
| · | | By applying these criteria, the amount of variable compensation of Mr David Bourg, for the 2024 fiscal year, was therefore valued by the Supervisory Board on 4 March 2025, at €434,966, <i>i.e.</i> 98.50% of his annual fixed compensation. |
| | | Out of a total amount of compensation awarded to Mr David Bourg for the 2024 fiscal year of €942,381[excluding performance shares], fixed compensation represents 46.86% and variable compensation represents 46.16%. |
| Long-term variable compensation | NA | The compensation policy does not provide for such a grant. |
| Exceptional compensation | 0 | The Supervisory Board did not award any exceptional compensation to Mr David Bourg in 2024. |
| | | He received additional compensation of \pounds 60,036 in line with the rule of one tenth of paid leave. |
| | | In 2024, Mr David Bourg received compensation of \in 4,174 corresponding to the collective incentive in excess of the legal ceiling (75% of the annual social security ceiling). |
| | | Stock options: 0 |
| Stock options, performance shares or any other long-term benefits | 492,236 | Performance shares: the Executive Board meeting of 6 September 2024 allocated 35,747 performance shares to Mr David Bourg. |
| 5 | | Other allocations of securities: 0 |
| Compensation awarded for membership of the Supervisory Board | ΝΑ | Members of the Executive Board cannot be members of the Supervisory Board and therefore cannot receive compensation as such. |
| Fringe benefits | 1,615 | Mr David Bourg benefits from a company car made available to him in France. |
| Severance pay | NA | The compensation policy does not provide for such a grant. |
| Non | | Under a non-compete agreement covering a period of two years, Mr David Bourg is entitled to non-competition compensation to be paid over the same period amounting to 33% of his fixed and variable salary based on the average of the last 12 months before the termination of contractual relations. |
| Non- competition indemnity | 0 | This agreement was authorised by the Supervisory Board at its meeting of 4 December 2014 and approved by the General Meeting of Shareholders on 13 May 2015 (8 th resolution). |
| | | No amounts were granted in respect of 2024. |
| Supplementary retirement scheme | 0 | Mr David Bourg is not entitled to a supplementary pension. |

DANIEL HOFER

COMPENSATION COMPONENTS PAID DURING THE 2024 FISCAL YEAR OR GRANTED FOR THE SAME YEAR BY JCDECAUX SE AND CONTROLLED ENTITIES

| AND CONTROLLED ENTITIES | | |
|--|---|--|
| COMPENSATION COMPONENTS SUBMITTED TO THE VOTE | AMOUNTS AWARDED IN THE PAST FISCAL YEAR OR ACCOUNTING VALUATION (IN EUROS) | PRESENTATION |
| Fixed compensation | 706,416 | For the 2024 fiscal year, the Supervisory Board meeting of 6 March 2024, on the proposal of the Compensation and Nominating Committee, decided to apply a 2% increase to the fixed compensation of Mr Daniel Hofer. |
| | | Thus, the 2024 fixed compensation of Mr Daniel Hofer was €706,416. |
| | | It should be noted that the General Meeting of Shareholders of 7 May 2024 (17 th resolution) approved the variable compensation of €798 603 granted in respect of 2023. |
| Annual variable compensation | 709,577 | The 2024 variable compensation of Mr Daniel Hofer was capped at 100% of his fixed compensation ("the ceiling") (of which 85% for financial criteria and 15% for ESG criteria). If the 85% ceiling of his fixed compensation is not reached <i>via</i> the application of quantifiable criteria, he may be granted additional variable compensation for his participation in strategic accomplishments or the achievement of specific objectives by departments under his authority and set by Mr Jean-François Decaux. |
| | | By applying these criteria, the amount of variable compensation of Daniel Hofer for the 2024 fiscal year, was assessed by the Supervisory Board meeting of 4 March 2025 at €709,577, <i>i.e.</i> 98.50% of his fixed compensation. |
| | | Out of a total amount of compensation awarded to Mr Daniel Hofer in respect of the 2024 fiscal year of $\gtrless 2$ 544 182 (excluding performance shares), fixed compensation represents 27.77% and variable compensation represents 27.89%. |
| Long-term variable compensation | NA | The compensation policy does not provide for such a grant. |
| Exceptional compensation | 1,000,000 | The Supervisory Board of 5 December 2024 awarded exceptional compensation to Mr Daniel Hofer for his decisive and multifaceted contribution to the success of the partial sale of APG. |
| | | Stock options: 0 |
| Stock options, performance shares or any other long- term benefits | 781,379 | Performance shares: The Executive Board meeting of 6 September 2024 granted 56,745 performance shares to Mr Daniel Hofer. |
| | | Other allocations of securities: 0 |
| Compensation awarded for membership of the Supervisory Board | NA | Members of the Executive Board cannot be members of the Supervisory Board and therefore cannot receive compensation as such. |
| Fringe benefits | 12,594 | Mr Daniel Hofer received a contribution to the rent for an office. |
| Severance pay | NA | The compensation policy does not provide for such a grant. |
| Non- competition indemnity | 0 | Since 1 September 2023, Mr Daniel Hofer, under a non-compete agreement covering a period of two years, is entitled to non-competition compensation to be paid over the same period amounting to 33% of his fixed and variable salary based on the average of the last 12 months before the termination of contractual relations. |
| | | No amounts were granted in respect of 2024. |
| Supplementary retirement scheme | 115,595 | Mr Daniel Hofer's employment contract is governed by Swiss law and was signed with JCDecaux Corporate Services GmbH (an indirectly wholly-owned Swiss subsidiary of JCDecaux SE). Pursuant to Article 7.1 of his employment contract, Mr Daniel Hofer benefits from a contribution by the Company to his pension plans with two pension institutions (La Bâloise and VZ), which may not exceed a specified amount (approx. CHF 110K), payable by Mr Daniel Hofer to complete if he deems it useful. |
| | | Consequently, the amount that must be paid to him annually is CHF 110,139.60 and cannot be adjusted |

Lastly, the General Meeting of Shareholders of 14 May 2025 (15th resolution) will be asked to approve the following compensation components paid or granted by JCDecaux SE and controlled entities for the 2024 fiscal year to Mr Gérard Degonse (Chairman of the Supervisory Board).

GÉRARD DEGONSE

| COMPENSATION COMPONENTS PAID DURING THE 2024 FISCAL YEAR OR GRANTED FOR THE SAME YEAR BY JCDECAUX SE AND CONTROLLED ENTITIES | | | | | |
|---|---|--|--|--|--|
| COMPENSATION COMPONENTS SUBMITTED TO THE VOTE | AMOUNTS AWARDED IN THE PAST FISCAL YEAR OR ACCOUNTING VALUATION (IN EUROS) | PRESENTATION | | | |
| Fixed compensation | NA | The compensation policy does not provide for such a grant. | | | |
| Annual variable compensation | NA | The compensation policy does not provide for such a grant. | | | |
| Long-term variable compensation | NA | The compensation policy does not provide for such a grant. | | | |
| Exceptional compensation | 0 | No exceptional compensation was awarded for the 2024 fiscal year. | | | |
| Stock options, performance shares or any other long- term benefits | ΝΑ | The compensation policy does not provide for such a grant. | | | |
| Compensation awarded for membership of the Supervisory Board | 78,500 | Mr Gérard Degonse received compensation from JCDecaux SE in his capacity as Chairman of the Supervisory Board and member of the Compensation and Nominating Committee. | | | |
| Fringe benefits | NA | The compensation policy does not provide for such a grant. | | | |
| Severance pay | NA | The compensation policy does not provide for such a grant. | | | |
| Non- competition indemnity | NA | The compensation policy does not provide for such a grant. | | | |
| Supplementary retirement scheme | NA | The compensation policy does not provide for such a grant. | | | |

3.8.2.4. Transactions involving JCDecaux SE shares by executives or persons mentioned in Article L.621-18-2 of the French Monetary and Financial Code in 2024 (Article 223-26 of the AMF General Regulation)

Transactions involving JCDecaux shares in the 2024 fiscal year by the persons indicated above are as follows:

| PERSON CONCERNED | QUALITY | DESCRIPTION OF THE FINANCING INSTRUMENT | NATURE OF TRANSACTION | DATE | NUMBER OF TRANSACTIONS | AMOUNT OF TRANSACTIONS |
|------------------------|---|---|--|------------|---------------------------|---------------------------|
| Mr David Bourg | Member of the Executive Board | Share | Vesting of free shares granted subject to performance conditions | 16/09/2024 | 1 | €0 |
| Mr Emmanuel Bastide | Member of the Executive Board | Share | Vesting of free shares granted subject to performance conditions | 16/09/2024 | 1 | €0 |
| Mr Daniel Hofer | Member of the Executive Board | Share | Vesting of free shares granted subject to performance conditions | 16/09/2024 | 1 | €0 |
| Mr Jean-Charles Decaux | Chairman of the Executive Board | Share | Acquisitions | 08/11/2024 | 1 | €104,865.34 |
| Mr Jean-Charles Decaux | Chairman of the Executive Board | Share | Acquisitions | 11/11/2024 | 1 | €38,285.68 |
| Mr Jean-Charles Decaux | Chairman of the Executive Board | Share | Acquisitions | 12/11/2024 | 1 | €53,188.74 |
| Mr Jean-Charles Decaux | Chairman of the Executive Board | Share | Acquisitions | 29/11/2012 | 1 | €1,945,40 |
| Mr Jean-Charles Decaux | Chairman of the Executive Board | Share | Acquisitions | 02/12/2024 | 1 | €33,267.61 |
| Mr Jean-Charles Decaux | Chairman of the Executive Board | Share | Acquisitions | 03/12/2024 | 1 | €844.42 |
| Mr Jean-Charles Decaux | Chairman of the Executive Board | Share | Acquisitions | 04/12/2024 | 1 | €17,051.39 |
| Mr Jean-Charles Decaux | Chairman of the Executive Board | Share | Acquisitions | 05/12/2024 | 1 | €5,583.14 |
| JCDecaux Holding | Person closely associated with Jean- Charles Decaux, Jean-François Decaux and Jean-Sébastien Decaux | Share | Acquisitions | 08/11/2024 | 1 | €2,097,485.4 |
| JCDecaux Holding | Person closely associated with Jean- Charles Decaux, Jean-François Decaux and Jean-Sébastien Decaux | Share | Acquisitions | 11/11/2024 | 1 | €765,890.23 |
| JCDecaux Holding | Person closely associated with Jean- Charles Decaux, Jean-François Decaux and Jean-Sébastien Decaux | Share | Acquisitions | 12/11/2024 | 1 | €1,063,529.6 |
| JCDecaux Holding | Person closely associated with Jean- Charles Decaux, Jean-François Decaux and Jean-Sébastien Decaux | Share | Acquisitions | 29/11/2024 | 1 | €38,964.03 |
| JCDecaux Holding | Person closely associated with Jean- Charles Decaux, Jean-François Decaux and Jean-Sébastien Decaux | Share | Acquisitions | 02/12/2024 | 1 | €665,449.54 |
| JCDecaux Holding | Person closely associated with Jean- Charles Decaux, Jean-François Decaux and Jean-Sébastien Decaux | Share | Acquisitions | 03/12/2024 | 1 | €16,985.61 |
| JCDecaux Holding | Person closely associated with Jean- Charles Decaux, Jean-François Decaux and Jean-Sébastien Decaux | Share | Acquisitions | 04/12/2024 | 1 | €340,985.99 |
| JCDecaux Holding | Person closely associated with Jean- Charles Decaux, Jean-François Decaux and Jean-Sébastien Decaux | Share | Acquisitions | 05/12/2024 | 1 | €111,442.19 |







RISK FACTORS AND INTERNAL CONTROL

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4.1. RISK MANAGEMENT POLICY

4.1.1. IDENTIFICATION OF RISKS

To ensure continued business development, the Group must constantly ensure the identification, prevention and proper control of the risks to which it is exposed.

Since 2010, the Group has carried out an annual risk mapping that lists the main risks related to the whole Group's activities (including its subsidiaries), including those initiated by its business relationships, products and services.

THE APPROACH IS BASED ON THE IDENTIFICATION AND ASSESSMENT OF RISKS ACCORDING TO THREE CRITERIA: IMPACT, PROBABILITY OF OCCURRENCE AND ESTIMATED LEVEL OF CONTROL

Thus, each year, the risk mapping is structured around several working groups led by the Internal Audit Department:

- a working group comprising the Group's main Central Directors: Corporate Legal, Finance, Information Systems, Sustainable Development, Investor Relations, the Design Office, Tax, Mergers & Acquisitions, International Operations, Purchasing and Human Resources - International Projects;
- several working groups composed of Country Directors or Zone Managers: all the Group's regions are represented;
- working groups comprising Financial, Legal or Compliance Directors at Country or Area level.

This "Bottom Up" approach makes it possible to identify risks through activities and processes. Each of the risks identified is assessed by the Central Directors (with a functional perspective) and by the Country Directors (with an operating sensitivity and perspective).

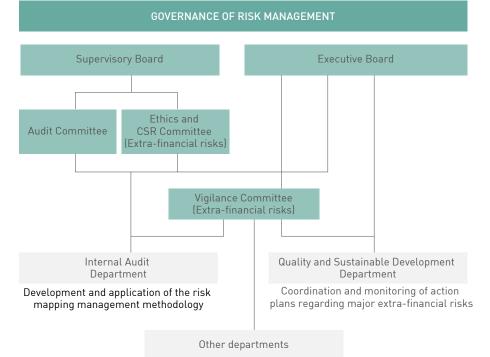
Based on the results of the mapping, the risks defined as "major" are the subject of a detailed sheet. More specifically, the detailed extra-financial risk sheets describe the risk, the controls to be adopted, the person responsible, the policies and action plans to be undertaken, and the monitoring to be implemented. They are established in conjunction with the functions in charge of the operational monitoring of the major risks identified and ensure that appropriate action plans are undertaken.

In particular, the Vigilance Committee and the Ethics and CSR Committee review and monitor extra-financial risks.

In 2023, work was initiated on the assessment of risks (physical risks and transition risks) and climate opportunities. A series of interviews was conducted with several departments and business lines in order to obtain a specific perception of these risks by business, activity and geography. This work continued in 2024 with a more precise qualitative impact assessment. The material risks and opportunities were validated by the Executive Board in 2024 (see chapter 2.1.2.1.1 Assessment of material impacts, risks and opportunities and their interaction with the strategy and business model (ESRS 2 SBM-3 and IRO-1)).

In addition, an annual self-assessment is requested from each of the subsidiaries on the basis of major risks, and its results are monitored at each on-site audit carried out by Internal Audit. Each year, the latter draws up its audit plan, which includes on-site audits and remote controls.

The Executive Board and the Audit Committee regularly monitor the identification and assessment of risks and report to the Supervisory Board.



Monitoring of risks and action plans

4

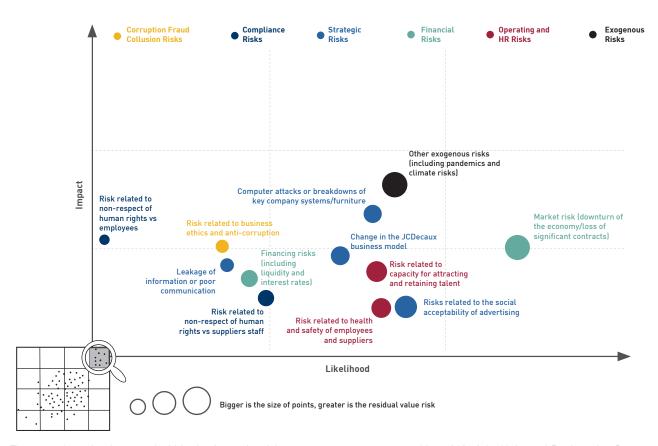
4.1.2. RISK FACTORS

The Group faces a number of internal and external risks that may affect its business, its financial position or whether it achieves its objectives.

As specified in the previous chapter, in accordance with the European Regulation of 14 June 2017, the Group ranks each of the risks identified as specific and material, and then groups them into 6 major risk categories, which include the main risks dealt with in the Declaration of Extra-Financial Performance.



As part of its 2024 risk review, the Group has identified 119 risks. The main ones are detailed in the following chapters. The most significant risks are presented in the chart below:



The procedures implemented within the Group for risk management are presented in p. 260 of the Universal Registration Document.

4.1.2.1. Risks related to the Group's business

4.1.2.1.1. Category: Risk of Fraud, Corruption, Collusion

In this category, the Group has identified risks relating to business ethics at various stages of the value chain: in relations with its customers (advertisers, agencies, etc.), with its contracting authorities (cities, local authorities, transport management companies, etc.) or with its suppliers. The risk related to non-responsible tax practices is also included in this category.

The main risk relating to this family is a risk addressed under the Declaration of Extra-Financial Performance: this is the risk related to business ethics and the fight against corruption.

| RISK FACTOR | IMPACT | LIKELIHOOD | NET RISK ASSESSMENT |
|--|--------|------------|---------------------|
| CORRUPTION FRAUD COLLUSION RISKS | | | |
| Risk related to business ethics and anti-corruption (ESG) | *** | ** | * |

Risk presentation

The Group's activity is closely linked to the quality and integrity of relations with contracting authorities (cities, local authorities, transport management companies, etc.). Its reputation and its history of integrity are essential elements in its business, and helps them access various public and private contracts.

Ethical business conduct is also a key factor in preserving longterm relationships with the Group's advertisers and partners, and in maintaining its reputation for excellence in the market.

JCDecaux is also particularly vigilant in respect of business ethics when making acquisitions, particularly in countries deemed sensitive in terms of corruption.

Risk management

In 2001, the Group published a Code of Ethics setting out the principles and ethical rules to be followed in conducting the Group's business.

The Code was reviewed in 2018, as part of the implementation of the Sapin II Law in France, and is communicated to all the Group's companies and employees.

The Code of Ethics, its method of distribution and the Ethics and CSR Committee that oversees its proper implementation, are presented on p. 96 and p. 171 of this report.

Information on the monitoring and management of risks related to business ethics and the fight against corruption is available in chapter 2.1.4 Adopting exemplary business conduct (ESRS G1) p. 96 of this report.

4.1.2.1.2. Category: Risks of compliance with laws and regulations

Several major risks, dealt with in the Declaration of Extra-Financial Performance, fall within this category:

| RISK FACTOR | IMPACT | LIKELIHOOD | NET RISK ASSESSMENT |
|--|--------|------------|---------------------|
| RISKS OF COMPLIANCE WITH LAWS AND REGULATIONS | | | |
| Risk related to non-compliance with human rights/employees (ESG) | *** | ** | * |
| Risks related to the non-compliance with human rights/suppliers (ESG) | *** | ** | * |
| Risk related to personal data protection and non-respect of personal privacy (ESG) | *** | ** | * |

RISK RELATED TO NON-RESPECT FOR HUMAN RIGHTS/EMPLOYEES (ESG)

Risk presentation

The JCDecaux Group is present in more than 80 countries and 21.2% of the Group's FTEs are located in countries that have not ratified all of the Fundamental Conventions of the International Labour Organization. However, all Group employees must benefit from the respect of their fundamental human rights, as set out in the JCDecaux International Charter of Fundamental Social Values.

Risk management

All information concerning the monitoring and management of human rights risks is available in chapter 2.1.3.1.4 Human rights (S1-1, S1-4, S1-5, S1-17), p. 78 of this report.

RISK RELATED TO NON-RESPECT OF HUMAN RIGHTS/SUPPLIERS (ESG)

Risk presentation

Suppliers are at the heart of the Group's quality processes. JCDecaux has chosen to entrust the production of its products and solutions to trusted third parties. Some of these suppliers are located in countries that have not ratified all the Fundamental Conventions of the International Labour Organization. However, JCDecaux asks its key suppliers and new suppliers to comply with these international standards through its Supplier Code of Conduct, of which it requires ratification.

RISK RELATED TO PERSONAL DATA PROTECTION AND NON-RESPECT OF PERSONAL PRIVACY (ESG)

Risk presentation

As part of and for the purposes of its various activities, JCDecaux Group companies are required to process personal data. This data concerns both persons outside the company, in particular that of the individual contacts of third parties with whom they have commercial relations (customers, service providers, suppliers, lessors, order givers, etc.), and users of self-service bicycle services or job candidates and, in their capacity as an employer, of their employees and other staff members. JCDecaux guarantees the privacy and personal data protection of every stakeholder concerned, and ensures that they can exercise their rights in accordance with applicable regulations.

Risk management

Information on the monitoring and management of these risks is available in the chapters Supporting our suppliers in the deployment of more responsible practices and 2.1.4.2 Supplier relationship management (G1-2) p. 98 and p. 100 of this report. This chapter also presents the action plans currently in place.

Risk management

In order to reduce the risk associated with non-responsible processing or data breaches, JCDecaux has set up a dedicated system:

- a specific governance structure has been put in place: creation of a "GDPR" steering committee, appointment of a Data Protection Officer (DPO) or Privacy Manager at each subsidiary located within the EU, involvement of the Legal Department in each non-EU country
- Group policies and procedures dedicated to the personal data protection have been published and implemented across all the entities
- training initiatives (digital learning) have been carried out to raise awareness of these issues among all personnel
- in order to ensure the security of the Information Systems, a Chief Information Security Officer, assisted by a network of regional correspondents and Information Security Managers present in each of the Group's countries, implements JCDecaux's IT Security Policy.

Information on the monitoring and management of these risks is available in chapters 2.1.3.1.11 Ensuring the protection of personal data (S1-1, S1-4, S1-5) and 2.1.3.3.2 Data protection of the personal data of end-users (S4-1) p. 88 and p. 95 of this report.

4.1.2.1.3. Category: Financial risks

As a result of its business, the Group may be exposed to varying degrees of financial risks (especially liquidity and financing risk, interest rate risk, foreign exchange rate risk and risks related to financial management, in particular counterparty risk). Information on financial risks is available in the "Notes to the consolidated financial statements" chapter, on p. 342 to 344 of the Universal Registration Document.

The 2 main risks identified in this family are as follows:

| RISK FACTOR | IMPACT | LIKELIHOOD | NET RISK ASSESSMENT |
|---|--------|------------|---------------------|
| FINANCIAL RISKS | | | |
| Market risk related to the economic environment | *** | *** | *** |
| Financing risk (including liquidity and interest rates) | ** | ** | * |

RISK RELATED TO THE ECONOMIC ENVIRONMENT

Risk presentation

In the event of a worldwide recession, the advertising and communications sector is quite susceptible to business fluctuations as many advertisers may cut their advertising budgets.

The economic crisis following the Covid-19 health crisis is a perfect illustration of this risk of a sudden and unpredictable downturn in the markets.

The Group must also deal with the cyclical nature of the advertising market. Our business sector is closely linked to changes in the GDP of the countries in which the Group operates. A significant increase or downturn in the economic activity of a country may substantially impact the Group's business and revenue.

Risk management

The Group's operations in geographically diverse markets minimise the impact of a possible across-the-board decline in the sector, since reactions are disparate and occur at different times on markets in the various countries where it operates. The breakdown of revenue by geographical area is presented on p. 18 of this report.

The Group management and its Finance Department are particularly attentive to cost structures, and adopt action plans to maintain the Group's profitability.

FINANCING RISK

Risk presentation

The Group is exposed to various financial risks, in particular liquidity and financing risks. The Group's objective is to minimise such risks by choosing appropriate financial policies.

Risk management

Information on the monitoring and management of these risks is available in chapter 7.1. Risks related to the business and risk management policy, on p. 342 of the Universal Registration Document.

4

4.1.2.1.4. Category: Strategic risks

Through its activity, the Group may be confronted with several strategic risks: the ability to address changes in the business model or a sudden drop in audiences are among them. The main risks of this family are as follows:

| RISK FACTOR | IMPACT | LIKELIHOOD | NET RISK ASSESSMENT |
|--|--------|------------|---------------------|
| STRATEGIC RISKS | | | |
| Risk related to the increase in regulatory measures to reduce advertising | *** | ** | ** |
| Risk of IT attacks on key business systems | *** | *** | ** |
| Risk of online hacking of furniture and dissemination of inappropriate content (ESG) | *** | ** | * |

RISK RELATED TO THE INCREASE IN REGULATORY MEASURES TO REDUCE ADVERTISING

Risk presentation

As a rule, the OOH industry is subject to significant government regulation at both the national and local level in the majority of countries where the Group operates, relating to the type (analogue/ digital display), luminosity, density, size and location of billboards and Street furniture in urban and other areas, but also with regard to the content of authorised visuals.

Local regulations, however, are generally moving in the direction of reducing the total number of advertising spaces, and/or reducing their size, and local authorities are becoming stricter in applying existing law and regulations. Some advertising spaces, particularly billboards, could therefore have to be removed or relocated in certain countries in the future.

Risk management

In France, where regulatory pressure is strong and long-standing (notably *via* the Local Advertising Regulations which regulate outdoor facilities), JCDecaux has a dedicated organisation and skills (*via* the Institutional Relations Department, the Regulatory Coordination Department and a Public Affairs Unit composed of specialised lawyers) to oversee the application of regulations and monitor any changes in them, in order to anticipate and better manage this risk.

In our other regions, we have not identified any similar pressure at this stage requiring the implementation of an organisation similar to the one present in France.

RISK OF IT ATTACKS ON KEY BUSINESS SYSTEMS

Risk presentation

The Group uses complex information systems to support its commercial, industrial and management activities. The main risks are related to the integrity and maintenance of the operational capacity of these systems.

Risk management

The Group's information systems are protected at several levels: data centres are secured, access to software is controlled and billboard systems are audited. This protection concerns, in particular, the IT platform responsible for preparing and distributing digital advertising campaigns. This platform is based on a private network and is operated by JCDecaux teams in accordance with strict end-to-end access control and audit rules. It is monitored 24/7 in order to detect and then process any operating anomalies in real time. In addition, with regard to the environment, which is the main subject of legislative proposals, the Group has taken numerous measures for several years. JCDecaux is the only company in the OOH sector in the world to have joined the RE 100 in 2019 (international coalition of companies committed to the 100% renewable energy objective). In 2024, JCDecaux was referenced in the A List of the prestigious CDP (Carbon Disclosure Project), thus maintaining the Group's position at "Leadership Level". The Group was also awarded Gold status by EcoVadis and referenced in the FTSE4Good index and the MSCI ranking.

To reduce its carbon footprint and address the risks of climate change, JCDecaux has defined an ambitious Group-wide Climate Strategy, aligned with the goals of the Paris Agreement and targeting Net Zero Carbon by 2050. To do this, in 2024, JCDecaux embarked on a Science-Based Targets (SBTi) trajectory with absolute emissions reduction targets in the short and long term.

In a proactive approach, JCDecaux wanted to strengthen the application of the TCFD recommendations (Taskforce on Climate-related Financial Disclosures) in 2024, by carrying out a risk analysis that takes into account different climate scenarios.

More information is available in chapter 2.1.2.1. Deploy an ambitious Climate Strategy targeting net zero (ESRS E1) and 2.1.2.1.1. Assessment of material impacts, risks and opportunities and their interaction with the strategy and the business model (RD ESRS 2 SBM-3 and IRO-1).

In addition, business recovery plans to ensure the continuity of the Group's operations are tested several times a year. In addition, in order to continuously improve the security of IT systems and limit the consequences of any malfunctions on the Group's business lines, the various risks (disaster affecting data centres, failure of equipment or telecommunication resources, breaches of safety rules, human error, etc.) are regularly assessed. These assessments give rise to the reinforcement of existing means and/ or the development of new protection systems to help combat intrusion attempts, the disclosure of confidential information, the loss or alteration of data, traceability, etc.

Finally, the Group has supplemented its IT policy by taking out a Cyber Enterprise Risk Management insurance policy with a leading insurance company to cover the financial consequences of a breach of the IT systems and personal or confidential data held and managed by the Group.

RISK OF ONLINE HACKING OF STREET FURNITURE AND DISSEMINATION OF INAPPROPRIATE CONTENT (ESG)

Risk presentation

JCDecaux distributes digital campaigns in 68 countries through more than 245,000 advertising panels. Any external or internal attempt to access the digital screens of the Group's street furniture in order to advertise uncontrolled messages is a major risk, which could affect its results, reputation and its ability to provide a credible digital offering to advertisers. The main risks identified include vandalism or service disruptions. The more offensive and harmful the messages disseminated, the more serious the impacts will be.

Risk management

JCDecaux has implemented a comprehensive IT policy in place for several years to protect itself against the risk of attempts to hack its digital content. A robust IT security policy has been put in place under the corporate responsibility of the Infrastructure Department which reports to the Group's Director of Information Systems and ultimately to the Chief Financial, IT and Administration Officer. This includes the deployment of management principles at Group level and applicable in all countries, 24/7 monitoring and surveillance tools, notably *via* an SOC of operating procedures and guides, control systems (audits, vulnerability tests, *etc.*) and cybersecurity monitoring work to ensure coverage of all identified risks. In 2024, JCDecaux obtained ISO 27001 certification for the digital delivery system, demonstrating the Group's continued commitment to improving cybersecurity.

Information concerning the monitoring and management of these risks is available in chapter 2.1.3.3.3 Ensure the security of our digital activities [S4-1, S4-4, S4-5].

4.1.2.1.5. Category: Operating & HR Risks

In this category, the Group has identified the operating risks related to these various activities (in particular when selling advertising spaces or during bill-posting, cleaning and maintenance activities). This category deals in particular with risks related to the development of human capital, the risk of harassment or the risk of losing a key employee of the Company.

The two main risks relating to this family are two risks covered by the Declaration of Extra-Financial Performance.

| RISK FACTOR | IMPACT | LIKELIHOOD | NET RISK ASSESSMENT |
|---|--------|------------|---------------------|
| OPERATING & HR RISKS | | | |
| Risk related to the health and safety of employees and subcontractors (ESG) | *** | ** | ** |
| Risk related to the capacity for attracting and retaining talent (ESG) | *** | *** | ** |

HEALTH & SAFETY OF EMPLOYEES AND SUBCONTRACTORS

Risk presentation

As a Company posting advertising displays and supplying furniture supports, JCDecaux is a field employer, particularly in urban environments. This is why occupational health and safety constitutes one of JCDecaux's main priorities in the social aspect of its activity. More specifically, operational and field staff, which represented approximately 50% of the Group's total workforce in 2024, are the most exposed to the risk of accidents and incidents. Their activities may include working at height, using electricity or working within close proximity of electrical equipment, driving on roads or working close to roads or railways, and working in places with high public density.

ATTRACTION AND RETENTION OF TALENT

Risk presentation

In a general context of a shortage of candidates, JCDecaux must be attractive on the job market to attract new talent on the one hand, and competitive as an employer to ensure their retention on the other. To this end, the Group strives not only to create working conditions that are conducive to the fulfilment and achievement of the ambitions of each of its employees but also to gain visibility and notoriety and to make itself desirable on the job market by strengthening its employer brand. Since 2022, "Attraction and retention of talent" has been identified as a major risk. In 2023, JCDecaux formalised a Group-wide social policy.

Risk management

Information on the monitoring and management of these risks is available in chapter 2.1.3.1.6 Promote an exemplary health and safety culture (S1-1, S1-4, S1-5, S1-14).

Risk management

Information on the monitoring and management of these risks is available in chapter 2.1.3.1 Be a responsible employer (ESRS S1).

4.1.2.1.6. Category: Exogenous risks

This category includes all the risks related to natural disasters or to external social, political, climate or epidemiological factors.

The Group has operations in many countries and is therefore exposed to the effects of such events.

| RISK FACTOR | IMPACT | LIKELIHOOD | NET RISK ASSESSMENT |
|--|--------|------------|---------------------|
| HAZARD RISKS | | | |
| Risk of natural or social disaster (including pandemic and climate change) (ESG) | *** | * | ** |

RISK OF NATURAL OR SOCIAL DISASTER (INCLUDING PANDEMIC)

Risk presentation

Natural catastrophe and pandemic risks include many challenges covered by several mapping risks:

- General issues:
 - Risk related to the deterioration of the economic environment
 - Risk related to the decline in urban audiences and in the means of transport
- Operational challenges:
 - Risk related to unavailability/restrictions on access to company premises or facilities
 - Risk related to the implementation of new working conditions and associated safety issues
- Human issues:
 - Risk related to events that could endanger the health of employees
 - Risk related to the inability to manage psychological risks and ensure the well-being of teams.
- Financial challenges:
 - Risk related to the default of key customers
 - Risk of liquidity shortage

Focus on Climate risks

Climate risks represent both transition risks and physical risks related to climate change.

The transition to a low-carbon economy may require significant policy, legal, technological and business changes to address climate change mitigation and adaptation requirements. Depending on the nature, speed and direction of these changes, transition risks may pose varying levels of financial and reputational risks to organizations. Physical risks resulting from climate change may be related to (acute) events or longer-term (chronic) changes in weather patterns. Physical risks can have financial implications for organisations, such as direct damage to their assets or indirect impacts due to supply chain disruption. The financial performance of organisations may also be affected by changes in water availability, supply and quality, food safety and extreme temperature events affecting premises, operations, supply chain, transportation needs and employee safety.

Climate change is therefore a major challenge in adapting JCDecaux's activities and operations in the more than 80 countries where it operates, with physical and transition risks at different levels of exposure and severity throughout its value chain: access to resources, increase in energy costs, pressure from regulators and other stakeholders (customers, employees, partners, users, civil society, etc.).

Risk management

As this risk covers several risks covered by the mapping, the information concerning the management and monitoring of these risks is described and referenced in the preceding paragraphs as well as in the chapter Climate change adaptation on p. 52 of this document.

The Group considers that this presentation covers the main significant risks.

Risks deemed insignificant but presented in accordance with Corporate Sustainability Reporting Directive (CSRD) are described on p. 51 of this report in chapter 2.

4.2. INSURANCE AND RISK COVERAGE

Insurance Policy

Given the homogeneity of its activities in the various countries in which it operates, the Group's policy is to cover its essential risks centrally through global insurance policies taken out by JCDecaux SE with leading insurance companies with international networks, particularly with regard to property damage/business interruption risks as well as civil liability risks for the Group and corporate officers.

This policy makes it possible to have access to significant levels of guarantees, at global pricing conditions and to ensure that the level of guarantees and deductibles from which the Group's companies benefit, both in France and abroad, complies with the potential risks identified and the Group's risk hedging policy.

The Group may also obtain local and/or specific coverage to comply with locally applicable laws and regulations or to meet specific requirements. Purely local risks, such as covering risks associated with motor vehicles, are covered by each country, under its responsibility.

For essential risks, worldwide coverage is used when there are different conditions and/or limits, or when local guarantees are insufficient.

The insurance management policy is to identify major catastrophic risks by assessing those which would have the most significant consequences for third parties, employees and for the Group.

All material risks are covered under a worldwide Group insurance programme with self-insurance provided only in respect of frequency risk. Accordingly, to obtain the best value for insurance costs and have full control over risks, the Group self-insures through insurance deductibles, for recurring operating risks and mid-range or low-level risks, essentially through Business Interruption/Casualty, Third-party Liability and Vehicle Fleet policies.

As a matter of policy, the JCDecaux Group does not obtain coverage from insurers unless they have very high credit rating.

The policy described above is provided as an illustration of a situation at a given time, and may not be considered as representative of a permanent situation. The Group's insurance strategy may change at any time depending on the occurrence of insurable events, the appearance of new risks or market conditions.

4.3. INTERNAL CONTROL AND RISK MANAGEMENT

The Director of Internal Audit, together with the Group General Counsel, compiled the report on internal control and risk management procedures introduced by the Company, and reported on it to the Audit Committee and to the Chairman of the Supervisory Board.

The Company's internal control process refers to the reference framework applicable to the internal control plan, supplemented by the Application Guide drawn up under the aegis of the *Autorité des Marchés Financiers* (French Financial Markets Authority).

These elements were presented to the Executive Board, which deemed them to be in line with the Group's existing systems. They were also sent to the Statutory Auditors for them to draw up their own report as well as to the Audit Committee and the Supervisory Board.

4.3.1. OBJECTIVES OF THE INTERNAL CONTROL SYSTEM

Policies in place within the Group aim to ensure that its activities and the behaviour of its members comply with laws and regulations, internal standards and applicable best practices, as part of the objectives set out by the Company, in order to preserve Group assets, that the financial and accounting information sent both internally and externally provide a true picture of the situation of Group activity and comply with current accounting standards.

Generally, the Group's internal control system should help to control its activities, the efficiency of its transactions and the effective use of its resources.

As with any control system, it cannot, however, provide an absolute guarantee that such risks have been completely eliminated.

Group internal control system procedures apply to controlled entities and joint ventures and do not apply to non-controlling interests. These procedures result from an analysis of the main operating and financial risks related to the business of the Group and its subsidiaries, including the risks created by its business relationships, products and services.

They are circulated to the personnel concerned and their implementation lies with the Group's operational departments. The Internal Audit Department is responsible for monitoring compliance with the procedures and identifying any weaknesses in said procedures.

4.3.2. GENERAL ORGANISATION AND INTERNAL CONTROL SYSTEM

4.3.2.1. Risk management

The control environment is an important factor in the management of Group's risks.

The main Departments involved in the internal control system

This control environment is based on Operational Departments (Territories and Institutions, Trade and Development, International Operations, Purchasing and Human Resources – International Projects) and Functional Departments (Internal Audit, Group Legal, Corporate Financial Services, Information Systems, Quality Control and Sustainable Development).

Since its initial public offering in 2001, the Company has sought to strengthen the internal control system and develop a culture of risk management. The Internal Audit Department was created in 2004. It now reports directly to the Chairman of the Executive Board and the Chairman of the Audit Committee.

The Internal Audit Department checks the compliance, relevance and effectiveness of the internal control procedures as part of the audits that it performs in Group entities according to a schedule presented to the Group's Audit Committee. This schedule is monitored by the Audit Committee. The Internal Audit Department's work is based on audits and operating methods that are constantly reviewed and improved. The audits' conclusions are sent to the Executive Board and systematically followed by action plans, corrective where necessary. This work and the conclusions are communicated to and exchanged with the Statutory Auditors.

The Group Legal Department identifies all significant litigation and legal risks for all of the Group's companies (type, amounts, proceedings, level of risk) and tracks and monitors them on a regular basis, comparing this information with the information held by the Corporate Financial Control Department and reporting back to the Executive Board, the Audit Committee and the Statutory Auditors twice a year. The Corporate Financial Control Department tracks the trend in performance of the French and foreign subsidiaries on the basis of the information they report, prepares comparisons among subsidiaries, and carries out specific analyses of costs and investments. Within the Corporate Financial Control Department, a Group of controllers is responsible for the financial monitoring of the Group's foreign subsidiaries. The Finance Directors of the subsidiaries meet on a regular basis to analyse and discuss technical and ethical developments and their responsibilities in terms of controls.

With regard to internal control, the work of the IT Department involves four major areas: securing data and information, harmonising systems, hosting systems and the disaster recovery plan.

The Quality Control and Sustainable Development Departments constantly monitor any changes to standards and regulations within its areas of expertise, and advises, supports, facilitates and raises awareness among the Group's subsidiaries. It is responsible for managing extra-financial risks, and co-constructs policies, action plans and key performance indicators with the associated Operational and Functional Departments. It reports on the maturity of the Group's extra-financial performance *via* its annual reporting. For more information, please see the chapter "Our Corporate Social Responsibility" on p. 30 of this report.

A system of delegations

The Group's operating structure is based on fully operational subsidiaries in France and in other countries where it operates, whose general management is vested by law with all the necessary powers.

Nevertheless, the Executive Board has implemented more specific delegations of powers by function. This system is constantly reviewed and updated to adapt it to changes in the Group's organisation.

In areas of particular sensitivity for the Group, the Executive Board has limited the commitment powers of its French and foreign subsidiaries.

A uniform Group procedure for signing and validating private and public contracts

A Group procedure was put in place in 2011 and updated in 2015 and 2018, to strengthen the controls and the consistency of treatment of certain ("qualified") contracts that bind the Group, in particular with the implementation of a double signature by a very small number of named people, guaranteeing validation by those with different skills and a good knowledge of the contractual obligations. The other contracts must, in any case, be signed by two people. This procedure applies to all subsidiaries and joint ventures under the control of JCDecaux SE or for which JCDecaux SE is responsible for management. At the annual closing of the financial statements, the Managing Directors and Finance Directors of the subsidiaries are asked to sign letters confirming the correct implementation of these procedures and, in the absence of confirmation, to explain the reasons.

Internal control bodies

The Executive Board is heavily involved in the internal control system. It exercises its control as part of its monthly meetings. It also refers to existing reports (particularly the work of the Corporate Finance and Administration Department).

The Supervisory Board exercises its control over the Group's management by referring to quarterly reports of the Executive Board's activity that are sent to it and the work of the Audit Committee according to the terms already set out (minutes, reports, *etc.*).

The Group believes that it has a strong and coherent internal control system, well adapted to the business. However, it will continue to evaluate the system on a regular basis and make any changes deemed necessary.

4.3.3. INTERNAL CONTROL SYSTEM RELATING TO THE PREPARATION AND PROCESSING OF FINANCIAL AND ACCOUNTING INFORMATION

Process for producing and consolidating financial statements

The process for producing JCDecaux SE's financial and accounting information is intended to provide members of the Executive Board and operating managers with the information they need to manage the Company and its subsidiaries, to enable statutory accounting consolidation, to manage the business through reporting and the budget and to ensure the Group's financial communications.

This process is organised around three cycles: budget, reporting and consolidation. These cycles apply to all Group legal entities and follow an identical format (scope, definitions, treatment) set out in the "Finance Manual". This manual contains all the current accounting and management principles, rules and procedures applicable within the Group:

- The budget is prepared in the autumn of each year and covers the closing forecasts for the current financial year and the budget for year N+1. Pre-approved by the Executive Board in December and validated in April of the following year, it is shared with the subsidiaries following this validation. In addition to strategic and commercial information, the budget includes an income statement and a statement of uses and resources prepared in the same format as the consolidated financial statements. It also includes an ESG component, under the responsibility of the Group's Department of Sustainable Development
- Reporting is carried out at the end of March, the end of May, the end of June, the end of August, the end of September, the end of November and the end of December. It has several parts: an operating statement, investment monitoring, cash reporting and headcount monitoring. In addition to the usual comparisons with previous periods and the budget, the reporting includes an update of the closing forecasts for the current fiscal year
- The consolidated financial statements are prepared at the same time as the half-year reports and the half-yearly financial statements are distributed to the market. They include an income statement, a statement of financial position, a statement of cash flows and, for financial statements distributed to the market, the notes to the financial statements. Consolidation is centralised (no consolidation cut-off)
- Revenue is monitored monthly, including performance to date and quarterly forecasts for the current fiscal year.

All of these cycles fall under the responsibility of the following Departments within the Group's Corporate Finance and Administration Department:

- The Corporate Financial Control Department, consisting of a Consolidation Department, a Group Planning and Control Department (in charge of the budget, reporting and international management control, and the administration of the financial systems), and a Financial Reporting Transformation Department
- The Tax Department
- The Financing-Treasury Department.

The Directors at the head of these departments have cross-functional and global responsibility for all subsidiaries. The Group Chief Financial and Administrative Officer has functional authority over the Finance Directors of all of the Group's subsidiaries.

When the financial statements are closed mid-year and at the end of the year, the Managing Directors and Finance Directors of the subsidiaries jointly sign "letters of confirmation", which are sent to the Director of Corporate Financial Services. The financial statements are audited by the Statutory Auditors twice a year on the occasion of the annual closing (audit) and half-yearly closing (limited review) of the consolidated and statutory financial statements of JCDecaux SE.

For the annual closing, subsidiaries within the consolidation scope are audited. For the half-year closing, targeted audits are conducted on key subsidiaries.

Process for managing published financial information

Apart from the Chairman of the Executive Board, only duly empowered persons are authorised to communicate financial information to the market. This means, in particular, the Co-Chief Executive Officer and all members of the Executive Board, the Communications Department, and the Investor Relations and Financial Communication Department.

Thanks to the contribution of the Operational Departments, the Investor Relations and Financial Communication Department participates in preparing the Company overview and financial results of JCDecaux presented to the Executive Board, as part of an overall process designed to ensure compliance with obligations relating to financial information. The documents are subject to a control and validation process before their distribution, which involves the Planning & Control Department, the Consolidation Department and the Group Legal Department, the Communication Department and the Statutory Auditors. Financial press releases (annual, half-yearly and quarterly) are shared with the Audit Committee and then approved by the Executive Board.

The Investor Relations and Financial Communication Department disseminates and communicates financial information concerning JCDecaux through various means including:

- the Universal Registration Document, half-yearly financial reports and guarterly financial information;
- press releases about agreements, mergers and acquisitions;
- financial press releases;
- presentations for financial analysts and investors.

The Group's Universal Registration Document is filed with the *Autorité des Marchés Financiers* [French Financial Markets Authority] in accordance with its General Regulation. Beforehand, the document is the subject of verification by the Statutory Auditors aimed at ensuring the consistency of the financial statements and the information relating to the financial position with historical financial information.

The social, environmental and stakeholder information contained in this document is also verified by an independent third-party organisation in compliance with the implementation decree of Article 225 of the Grenelle II Act. Each major communication topic is the subject of a position paper validated by Group management. The papers are regularly updated and serve as a medium for relations with financial market players.

In order to ensure equal access to investor information, the different communication media are available in French and English and are issued *via* the following circulation channels:

- Information intended for an external audience is posted online at the time of its publication at www.jcdecaux.com. However, anybody wishing to receive this information by post can send a request to the Investor Relations and Financial Communication Department, which will send the information to them free of charge
- Regulated information is circulated in accordance with the European "Transparency" Directive through a professional communications agency that relays it to news agencies and the media
- Meetings organised for financial analysts are broadcast live and in full online or can be accessed by phone without any access restrictions. A transcript of these meetings is available upon request from the Investor Relations and Financial Communication Department
- As a general rule, two people travel to other countries or meet with financial market players (in most cases, a member of the Executive Board along with the Investor Relations Manager) in order to guarantee the accuracy of the information provided and ensure equal access.

4.4. TAX POLICY

As a global corporation with over 12,000 employees worldwide, JCDecaux operates in more than 80 countries where its subsidiaries' income is taxable. Our objective is to ensure that they pay taxes and file tax returns on time in each jurisdiction in compliance with the governing laws and rules.

The JCDecaux Tax Department, which reports directly to the Group Chief Financial, IT and Administration Officer, a member of JCDecaux's Executive Board, is involved in all relevant aspects of our business, partnering closely with management to provide guidance and ensure the effectiveness and compliance of its operations.

We are committed to ensuring our compliance with and adherence to tax regulations and to interpreting them in a reasonable and consistent manner across all of our operations. We pay tax in the place where the related value is created, and economic activity is conducted. We do not use tax vehicles located in tax havens for tax optimisation purposes.

The application of IFRIC 23 does not present any difficulties for the Group, in that we already have internal procedures in place for identifying potential tax risks and can, where required, control and correct them. In addition, our subsidiaries are regularly the subject of audits by local tax administrations and their statutory auditors.

The JCDecaux Tax Department conducts regular tax reviews of its subsidiaries to ensure that tax regulations are properly taken into account and correctly applied.

The Group's risk mapping, which lists the main risks related to the business of the Group and its subsidiaries, includes risks such as those related to taxation. This mapping is reviewed and validated each year by the Executive Board, the Audit Committee and the Supervisory Board.

We practice a policy of transparency to develop relationships of trust with the tax authorities. We fully understand and support the purpose of the country-by-country reporting to tax authorities and we consider it an opportunity to promote international transparency and strengthen the dialogue and cooperation with local tax authorities. However, the JCDecaux Group will be careful to maintain the principle of fair competition and not to be penalised by the reform requiring French companies to publicly disclose this information as of the 2025 fiscal year. It may therefore apply measures to postpone the publication of information if this would seriously harm its commercial position, in particular with regard to its non-EU competitors, which are not subject to this obligation.

The Group has estimated and recognised in the 2024 consolidated financial statements the additional tax expense introduced by the socalled "Pillar 2" reform, and undertakes to make the reporting obligations and payments no later than 30 June 2026 for the 2024 fiscal year, and 31 March for subsequent fiscal years. The team in charge of this new regulation monitors changes and clarifications provided by the OECD and the French tax authorities.

CONTACT

For all question on this Report, please send an email to the following: sustainability@jcdecaux.com. General and financial information is available on our website: www.jcdecaux.com.

This document has been designed and produced by the Corporate Finance Department/Sustainability and Quality Department of JCDecaux SE

JCDecaux SE Société Européenne à Directoire et Conseil de Surveillance 17, rue Soyer 92523 Neuilly-sur-Seine Cedex

Tél.:+33 (0)1 30 79 79 79

www.jcdecaux.com

www.jcdecaux.com

